

COUNTY OF SAN DIEGO



# Cost Recovery, Resource Allocation, and Revenue Enhancement Plan

Prepared for the  
Department of Parks and Recreation  
5500 Overland Avenue, Suite 410  
San Diego, CA 92123

Prepared by Greenplay LLC  
211 North Public Road, Suite 225  
Lafayette CO 80026



October 2011





# Table of Contents

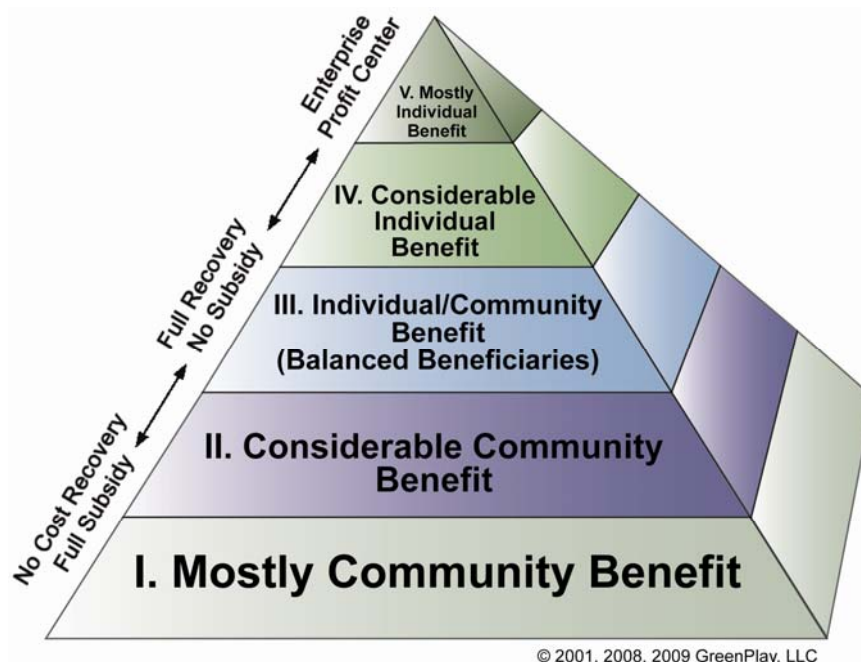
<b><i>Executive Summary .....</i></b>	<b><i>1</i></b>
<b><i>Introduction to the Study.....</i></b>	<b><i>9</i></b>
Study Timeline .....	12
<b><i>Community Profile.....</i></b>	<b><i>15</i></b>
Background on the County and DPR .....	15
Community Profile .....	15
<b><i>Development of Values.....</i></b>	<b><i>19</i></b>
Identifying the Values of Parks and Recreation, and Refining DPR’s Vision Statement .....	19
Review and Analysis of Organizational Values, Vision, and Mission .....	19
DPR Mission Statement.....	20
Resulting Values and Vision Statements .....	20
The Values and Visioning Process .....	22
<b><i>Core Service Identification and Provision Strategies .....</i></b>	<b><i>23</i></b>
Identifying the Core Services and Provision Strategies.....	23
The Public Sector Services Assessment .....	23
Service Assessment Process .....	24
Service Assessment Findings .....	25
Service Assessment Management and Provision Strategy Recommendations .....	25
Recommended Provision Strategies - Defined .....	25
The Core Service Identification and Provision Strategies Process .....	26
<b><i>Financial Resource Allocation Philosophy, Model and Policy .....</i></b>	<b><i>27</i></b>
Developing the Financial Resource Allocation Philosophy, Model and Policy .....	27
Developing a Resource Allocation Philosophy: The Pyramid Methodology .....	27
The DPR Consensus Pyramid .....	29
Cost Center Pyramids .....	29
The Financial Resource Allocation Philosophy, Model, and Policy Development Process .....	30
<b><i>Traditional Parks and Recreation Operations and Capital Development Funding Sources .....</i></b>	<b><i>35</i></b>
Traditional Tax and Exactions-Based Funding Resources .....	35
<b><i>Traditional Parks and Recreation Earned Revenue Resources .....</i></b>	<b><i>37</i></b>
Fees and Charges .....	37
<b><i>Alternative Parks and Recreation Operations and Capital Development Funding Sources .....</i></b>	<b><i>39</i></b>
Loan Mechanisms .....	39
Alternative Service Delivery and Funding Structures .....	40
Partnership Opportunities.....	40
Community Resources.....	41
DPR Grant Opportunities.....	44
Community Service Fees and Assessments .....	45
Contractual Services.....	48
Permits, Licensing Rights and Use of Collateral Assets .....	48
Enterprise Funds .....	50
Funding Resources and Other Options.....	50

<b><i>Cost Saving Measures, “Greening” Practices, and Strategic Initiatives .....</i></b>	<b><i>53</i></b>
DPR and the County’s Commitment .....	53
Cost Saving Ideas.....	54
More Cost Saving Ideas .....	54
Green Ideas.....	54
Suggested DPR Green Practices Implementation Plan .....	54
Green Resources, Practices, and Strategic Initiatives .....	55
<b><i>Benchmark Results .....</i></b>	<b><i>57</i></b>
Introduction.....	57
Analysis of Benchmarking .....	59
Benchmarking Highlights.....	59
<b><i>Survey Results and Future Service.....</i></b>	<b><i>61</i></b>
Introduction and Methodology .....	61
Service Areas.....	62
Resident Profile.....	62
Key Results.....	63
<b><i>Implementing the Cost Recovery, Resource Allocation and Revenue Enhancement Plan .....</i></b>	<b><i>69</i></b>
<b><i>Pricing 101: Developing a Pricing Strategy .....</i></b>	<b><i>71</i></b>
Comparative Analysis Criteria .....	73
<b><i>Conclusion and Recommendations .....</i></b>	<b><i>75</i></b>
The Resulting Policy Statement is the Service Portfolio .....	75
<b><i>Goals, Objective, and Action Items .....</i></b>	<b><i>77</i></b>
Context .....	77
Timeline.....	77
Broad Vision Themes.....	78
Theme 1: Policy Strategies .....	80
Theme 2: Service Provision and Management .....	84
Theme 3: Cost Savings – Cost Avoidance Strategies .....	87
Theme 4: Cost Recovery Alignment .....	90
Theme 5: Revenue Enhancement .....	93
Theme 6: Future Growth .....	105
<b><i>Appendices A through H .....</i></b>	<b><i>112</i></b>
<b><i>Appendix A – Glossary of Terms.....</i></b>	<b><i>115</i></b>
<b><i>Appendix B – The Pyramid Methodology and DPR Pyramids .....</i></b>	<b><i>125</i></b>
<b><i>Appendix C - Categories of Service .....</i></b>	<b><i>137</i></b>
<b><i>Appendix D – Ability to Pay and Sample Fee Reduction/Waiver or Scholarship Policy .....</i></b>	<b><i>141</i></b>
<b><i>Appendix E – Federal and State Funding Resources and Green Resources, Practices, and Strategic Initiatives.....</i></b>	<b><i>143</i></b>
<b><i>Appendix F - Comparative Analysis Criteria .....</i></b>	<b><i>160</i></b>
<b><i>Appendix G – Service Assessment and Service Portfolios .....</i></b>	<b><i>163</i></b>
<b><i>Appendix H – Survey Results and Maps .....</i></b>	<b><i>251</i></b>

## Executive Summary

The primary goal of the County of San Diego Department of Parks and Recreation (DPR) Cost Recovery, Resource Allocation and Revenue Enhancement Plan is to establish organizational sustainability through a logical and thoughtful philosophy that supports the core values, vision, and mission of the department and its community. Due to shrinking tax support, it was critical that DPR conduct this study to ensure the sustainability and the future of our parks and recreation system.

DPR selected GreenPlay LLC to conduct the study because of the proven methodologies and tools developed by the firm. GreenPlay has established the Pyramid Methodology as a model and philosophical approach to allocating the limited taxpayer funds for partial or wholly subsidized services, setting fees, determining partnership or developer contributions, and pursuing alternative funding sources depending on the beneficiary of the service.



Many agencies across the nation are using this methodology, and recognize its benefit and application for all county, municipal, and special district services. Both the Maryland National Capital Parks Planning Commission (M-NCPPC) Montgomery County Department of Parks, and the Montgomery County Department of Recreation recently created their Vision 2030. This plan included a Financial and Service Sustainability Plan for each agency using both the Pyramid Methodology and the Public Sector Service Assessment.

GreenPlay developed the Public Sector Service Assessment as a tool to evaluate an agency's market strength or weakness for each service within the target market service area. This tool points out duplication of services and where alternate provision strategies may be available. In Utah, Salt Lake County conducted an Organizational Audit in 2009, which included a detailed look at their service portfolio using this tool. In addition, Spokane Washington was one of the first to use this tool.

In addition, the Pyramid Methodology is currently being used in public park and recreation agencies of all sizes and structures across the nation, and is being taught in universities. Arizona State Parks; the Cities of Arlington and Coppell in Texas; South Jordan, Utah; Bismarck, North Dakota; and many others are successfully using this innovative methodology to align taxpayer funding with services.

The Cost Recovery, Resource Allocation and Revenue Enhancement Study included extensive public involvement; benchmarking and research; county-wide needs and market survey; and a critical analysis of current cost recovery, services, and provision strategies. In addition, DPR and the consultant team created a community profile, researched selected “green practices” and cost savings measures, provided information on traditional and alternative funding resources and opportunities, and generated over 100 recommended objectives for 26 goals spanning six themes.

The first step began with a process to identify the value of parks and recreation services for the entire county from the stakeholder’s perspective that meets DPR’s vision for the future:

***“A park and recreation system that is the pride of San Diego County”***

This study reviewed and assessed all DPR services including programs and facilities, confirmed DPR’s overall mission, created categories of services based upon the level of community versus individual benefit, identified direct and indirect costs, and evaluated current pricing methods.

All of the components of this study directly influence cost recovery and subsidy allocation levels, the establishment of future cost recovery and subsidy allocation goals, and future pricing strategies and methods. This comprehensive review and analysis will assist DPR in refining their service delivery and financial management philosophy as they move forward in efforts to sustain services over both the short and long-term.

Having a Cost Recovery, Resource Allocation and Revenue Enhancement Plan can help DPR answer challenging questions from their stakeholders and governing body. Such questions include:

- Does DPR provide services that align with the community’s values, the vision, and the mission of the organization?
- Does DPR use its resources responsibly, attempt to collaborate with other entities with similar missions, and make efforts to minimize duplication of services when appropriate?
- How will DPR fund services with budget constraints in the future?
- Is DPR using funding in a responsible manner and maintaining a high level of governmental accountability?
- Are DPR services priced to allow for reasonable public access while competing fairly in the market?

### ***Values, Vision, Mission, and Community Issues***

We conducted a review of the current DPR operating values, vision, and mission, in relation to identified community issues and the perceived value of parks and recreation services regardless of whom or what agency in the county provides the services. Two Leadership Summits were attended by elected and appointed governance leaders, staff and administrative leaders, community advocates, stakeholders, participants, and citizen leaders. The first Summit was held in August 2010 with the goal of providing input that would guide the Cost Recovery, Resource Allocation and Revenue Enhancement Plan’s development.

Having a focused parks and recreation vision and value statements informs both the staff and the public. These fundamental principles guide and direct service provision and resource allocation decision-making. For this reason, the following statements were added to DPR's Vision Statement.

We will accomplish this vision – *“A park and recreation system that is the pride of San Diego County”* through the following:

- Increasing awareness of, and appreciation for, the “jewels of San Diego County”: preserves, regional parks, and river valleys.
- Improving the health of San Diego County – environmental, physical, mental, community, and economic.
- Sustaining the current level of service, infrastructure, and a dynamic balance between passive and active recreation.

## ***Public Outreach***

Throughout the study process, DPR hosted numerous public outreach meetings to gain input from its citizens. Participants were asked to provide feedback on the following areas:

Key themes for unmet critical needs common within the County of San Diego:

- Maintain what we have
- Finish what is started and planned
- Build skate parks
- Create dog parks
- Add more trails

Key themes for the value of parks and recreation:

- Promotes family
- Contributes to health and fitness
- Brings community together
- Prevents crime
- Increases property values
- Preserves history and environment
- Provides mentorship and volunteerism opportunities
- Gives children something positive to do
- Contributes to the local economy and tourism
- Provides for a legacy for the future
- Creates better citizens

## ***Service Assessment***

The **Service Assessment** was an intensive review of all services which led to the development of DPR's Service Portfolio. The service matrix tool identified those services that are, as well as those that are not, “core” to the values, vision, and mission.

The underlying philosophy of the Service Assessment is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers unable to increase the quality and cost-effectiveness of customer services. The Assessment also included identifying management strategies intended to assist DPR in its provision of these services in the future.

The resulting provision strategies for DPR recommend:

- Services to advance or affirm the DPR market position
- Services to pursue collaboration
- Services for complementary development
- Services to invest in to change the market position
- Services to divest

## ***Cost Recovery and Subsidy Allocation***

After completion of the Service Assessment, an analysis of current cost recovery and subsidy allocation was conducted. Cost Recovery is the degree to which the operational and maintenance costs of a service is financially supported by user fees and/or applicable funding mechanisms such as grants, partnerships, donations, sponsorships, volunteers, or other alternative funding sources. In contrast, subsidy includes designated parks and recreation or General Fund sources such as sales taxes, property taxes, other taxing mechanisms, or mandatory fees. Subsidy dollars are the community's investment that provide for the cost of parks and recreation services that are not recovered by either user fees or other forms of alternative funding.

Currently, DPR is projected to operate 18 percent cost recovery, which translates to 82 percent of operations being subsidized by the General Fund and other tax subsidies.

Due to current economic conditions, recent significant reduction in available tax funding, challenges to find capital and maintenance funding, and several major maintenance issues, DPR must find ways to increase its sustainability. A philosophical shift is required to keep pace with current and increasing demands for service and the decreasing subsidy support.

## ***Pyramid Model and Public Involvement***

DPR held several public forums where citizen and leadership representatives, along with various stakeholders/user groups representing the San Diego County community, were engaged in workshops. These workshops introduced the Pyramid Methodology, a current best practice approach that assists agencies in identifying a financial management philosophy, which details the level to which all department services should be subsidized, if at all. Participants were asked to rank, in order of the degree of community or individual benefit, and departmental vision and mission, all categorized services for varying populations with varying interests. (DPR's Pyramid Model is included at the end of this Executive Summary.)

The resulting pyramid model identified minimum target cost recovery percentages for each level intended to account for all direct expenses while working toward increasing the cost recovery of many services. Indirect costs are intended to be covered by taxpayer investment. The intent is to help DPR adjust to the current economic climate and budget reductions, while not decreasing services. Therefore, a heavy reliance on alternative funding sources, as well as aligning pricing strategies, will be warranted.

## ***Service Pricing***

As a last step in the financial resources allocation process, DPR staff discussed strategies for service pricing intended to create a consistent, fair, and equitable approach to the development of service fees and charges based upon established cost recovery goals.

The Service Portfolio (**Appendix G**), details each service, its category of service, recommended provision strategy, cost recovery goal, and pricing strategy.

## ***Cost Recovery, Resource Allocation and Revenue Enhancement Implementation Plan***

Lastly, DPR staff developed a measurable multi-year Cost Recovery, Resource Allocation and Revenue Enhancement Plan outlining themes and recommendations intended to put the core service and resource allocation model and pricing strategies into action. This internal working document articulates the goals and objectives that must be achieved to realize the intended results of this comprehensive study. This strategic plan will move DPR forward in a logical and organized way.

DPR's Cost Recovery, Resource Allocation and Revenue Enhancement Plan will act as an internal work and strategic plan spanning a multi-year period. The Plan will be the implementation catalyst for the Resource Allocation and Core Service Model.

The implementation plan includes six themes with 25 broad-based goals and subsequent, measurable objectives. The six themes include:

- Service Provision and Management
- Cost Savings – Cost Avoidance Strategies
- Cost Recovery Alignment
- Revenue Enhancement
- Policy Strategies
- Future Growth

(Please see the Theme and Goal Matrix on the next page)

Derived from each goal are objectives that lead to the accomplishment of the goal. All action steps detailed are intended to be immediate and ongoing or short-term (1-2 years), while the goals and objectives will span the longer-term (3-5 years and beyond) multiple budget cycles with new action steps and timelines as these are achieved.

The goals and objectives detailed in the plan reflect the County of San Diego issues, priorities, unmet needs, and creative ideas identified through extensive public engagement and staff involvement. Those ideas that were consistently and frequently expressed were included in the recommendations. The recommendations for implementation include the following:

- Adjust pricing and/or seek alternative funding to meet cost recovery goals for each category of service (see pyramid).
- Implement the goals and objectives as outlined in this report (see page 101 for detailed action items).

## Theme and Goal Matrix

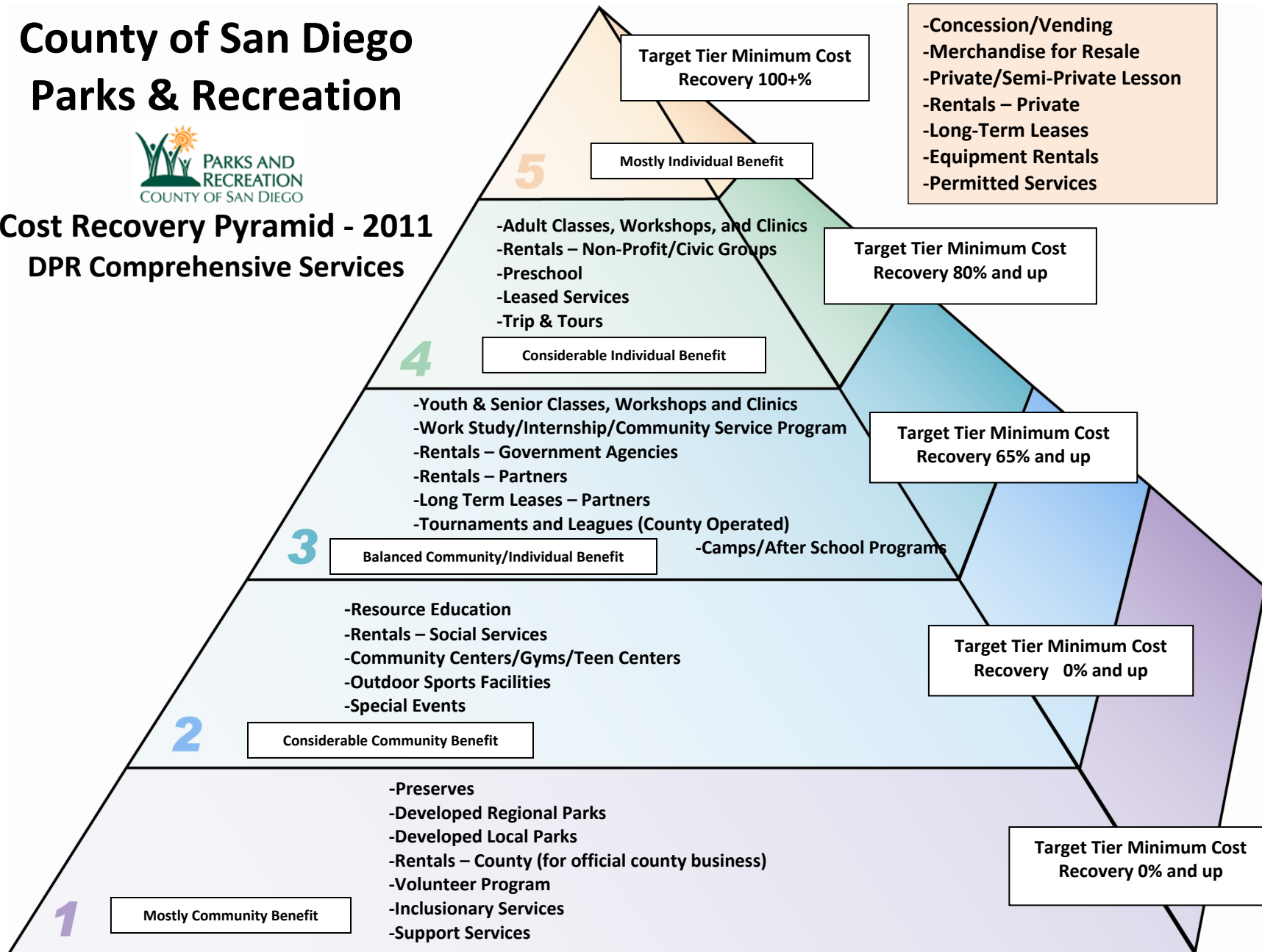
<b>Theme 1: Policy Strategies</b>	Goal 1 – Explore the possibility of creating a self-sustaining fund.
	Goal 2 – Adopt the Target Tier Minimum Cost Recovery Percentage as the fiscal methodology for budget preparation, the basis for establishing fees, and public accountability.
	Goal 3 – Adopt the Pricing Strategies as the methodology for fee setting by DPR.
	Goal 4 – Implement a Sponsorship Policy.
	Goal 5 – Implement a Partnership Policy.
	Goal 6 – Revise current park designations.
	Goal 7 – Implement a Scholarship or Fee Waiver Policy.
<b>Theme 2: Service Provision and Management</b>	Goal 8 – Implement provision strategies identified through the Service Assessment.
	Goal 9 – Explore a systematic approach to and strategies for advancing or affirming market position for identified services.
	Goal 10 – Continue to explore targeted menus of services that are specific to the unique needs of individual communities throughout the county. (Avoid a “one-size-fits-all” approach.)
<b>Theme 3: Cost Savings – Cost Avoidance Strategies</b>	Goal 11 – Continue to develop a consistent methodology and budget planning approach for service management.
	Goal 12 – Continue to use “greening” practices that align with the County’s Vision and produce cost effective results.
	Goal 13 – Continue to track and communicate cost of major maintenance.
	Goal 14 – Continue to identify and track the value of volunteers as an alternative revenue source and cost savings measure.
<b>Theme 4: Cost Recovery Alignment</b>	Goal 15 – Ensure long-term sustainability by focusing taxpayer funding on those services that produce the widest community benefit, using a cost recovery pyramid.
<b>Theme 5: Revenue Enhancement</b>	Goal 16 – Explore alternative funding sources that strategically align with targeted services.
	Goal 17 – Use and mobilize available stakeholder groups for fundraising efforts.
	Goal 18 – Explore the use of additional County Service Areas, landscape maintenance districts, or a county-wide open district as a self-imposed taxation mechanism for development or redevelopment funding.
	Goal 19 – Explore the opportunities for and use of Sponsorships through naming rights.
	Goal 20 – Increase marketing and outreach efforts.
	Goal 21 – Explore the options for “Add-On” experiences to enhance customer experience for which there is a willingness to pay.
<b>Theme 6: Future Growth</b>	Goal 22 – Explore new services based on community input.
	Goal 23 – Continue a variety of community outreach strategies.
	Goal 24 – Pursue collaborations and partnerships.
	Goal 25 – Explore capital development projects which may yield new revenue streams.

*Note: These are not in priority order.*

# County of San Diego Parks & Recreation



## Cost Recovery Pyramid - 2011 DPR Comprehensive Services



**THIS PAGE INTENTIONALLY LEFT BLANK**

## Introduction to the Study

In January 2010, the County of San Diego solicited interest and bid proposals from firms to complete a Cost Recovery, Resource Allocation and Revenue Enhancement Study on behalf of the Department of Parks and Recreation (DPR) including an analysis of pricing, operational strategies, and working methodologies for DPR. Six firms responded, and GreenPlay LLC was selected to conduct the study. Notice of award was given on April 29, 2010, and work began with a Strategic Kick-off meeting in May. A total of eleven monthly on-site workshops and meetings were held during the course of the Study, culminating in a presentation to the Board of Supervisors.



DPR used strategies to engage the community representing as much of the County's diverse population and service areas as possible. During June and July, a series of ten public meetings were held to gather input from users, partners, stakeholders, and citizens across the geography of the county. Ten daytime and evening meetings were held during a two week period with approximately 225 people participating. Additional public involvement opportunities were held in August, November, December, and January. Meetings were held at 4S Ranch, Pine Valley, Fallbrook, Lakeside, Spring Valley, Ramona, Julian, Chula Vista, and Bonita.



The feedback was used to garner interest in and prepare for the first Leadership Summit in August 2010 – an invitation only visioning session to discuss the value of parks and recreation services (regardless of which agency provides the service) and the vision for the future (which community issues DPR should focus on impacting over the next five to ten years). The feedback was also used to shape the community survey questions, and to compare and contrast with those results.

Participants were given a community profile (broad information regarding DPR, socio-economic and demographic information, and the project vision and timeline). They learned about the project process and methodology, and were also asked to provide input about what they value in parks and recreation, as well as the unmet needs in their community.



Key themes for unmet critical needs common within the County of San Diego:

- Maintain what we have
- Finish what is started and planned
- Build skate parks
- Create dog parks
- Build more trails

Key themes for the value of parks and recreation:

- Promotes family
- Contributes to health and fitness
- Brings community together
- Prevents crime
- Increases property values
- Preserves history and environment
- Provides mentorship and volunteerism opportunities
- Gives children something positive to do
- Contributes to the local economy and tourism
- Provides for a legacy for the future
- Creates better citizens

DPR also conducted a statistically-valid survey of the community, using a random sample of 7,500 households, comprised of 1,250 households from six geographical service areas. The results yielded a statistically-valid sampling response size of 501 with response rate of seven percent having a margin of error of approximately +/- 4.4 percentage points calculated for questions at 50 percent response<sup>1</sup>. In addition, another 831 responses were obtained through an open-link version of the survey. The survey tested the nexus of importance and un-met need for facilities and programs, as well as key issues or problems facing the County, tolerance for fees and strategies to maintain current level of service (LOS).



Subsequent chapters of this report chronicle the process of how DPR used the tools and methodologies, public engagement and community survey to develop recommended goals, objectives, and action steps to develop the Cost Recovery, Resource Allocation and Revenue Enhancement Plan. What follows is the study's timeline.

<sup>1</sup> For the total sample size of 501, margin of error is +/- 4.4 percent calculated for questions at 50% response (if the response for a particular question is "50%"—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

## ***Study Timeline***

On the next page is the study's timeline.

San Diego County Parks and Recreation Department  
Cost Recovery, Resource Allocation, and Revenue Enhancement Study – UPDATED (3.5.11)

X Project Elements      ☆ Project Milestone  
○ Public Meeting      △ Interest/Focus Group Meetings      ◇ Formal Presentation

TASK/ TIMELINE	May/June 2010	June 2010	June/July 2010	August 2010	Aug/Sep 2010	Sep/Oct 2010	Nov 2010	Nov/Dec 2010	January 2011			Jan/Feb 2011	Feb-Apr 2011	May-June 2011	
Project Phases:	Contract Negotiations	Phase I. Process Requirements  Strategic Kick-off (SKO)		Phase II and III. Report Development, Data Gathering Requirements & Data Analysis Requirement	<div></div>							Phase IV. Report Requirements	<div></div>		
Tentative Dates	Notice of Award 4/29/10	June 1-4	Jun 29-Jul 1 July 6-9	Aug 10-12	Aug 30-Sep 1	Sep 27-Oct 1	Nov 2-4	Nov 29-Dec 3	Jan 6-7			Feb 14-15		TBD	
Summary of GreenPlay Trips	Refine project scope, schedule & workplan; start up materials	Trip 1 Start-up Meetings with Staff,  Demographics	FG Trip 1 FG Trip 2 Enhanced outreach to regions & un-incorporated county areas	Trip 2 Public & Staff Input on Values, Community Issues, & Vision – Facilitated “Summits” or “Blue Ribbon Committee”  ○ △ ◇ ☆	Trip 3 Steering Committee & Staff Consensus on Values, Community Issues, & Vision  Service Assessment – Staff Training  ◇	Trip 4 Identify Public & Private Providers  Service Assessment – Facilitated Staff Process  ◇	Trip 5 Service Assessment – Mission Development  1 <sup>st</sup> Cost Recovery – Facilitated Staff Process  ◇	Trip 6 2 <sup>nd</sup> Cost Recovery Stakeholder Input – Facilitated “Summits” or “Blue Ribbon Committee”  Preliminary Findings Report  ◇	Trip 7 3 <sup>rd</sup> Cost Recovery Session – Facilitated Staff Process  ◇	Identify Partnerships & Revenue Enhancement Opportunities  Benchmarking, Trends & “Greening” Impacts  Evaluate & Compare Key Fees Components & Structures  Pricing Methodologies	Develop Cost Recovery, Resource Allocation, & Revenue Enhancement Study Draft Report & Presentations  ☆	Trip 8 Develop Recommendations and Prepare Draft Study Report  Draft Study Report DPR Review & Revisions	Trip 9 Final Study Presentation to Board of Supervisors  ○ ◇ ☆		
Information Gathering	X	X		X	X	X	X	○ △ <sup>X</sup> ◇ ☆	X	X		X			
Focus Groups (added scope).			X					X						X	
Identification of Core Business Functions through Refinement of Organizational Values, and Vision		X		X	X	X	X				X			X	
Statistically-valid survey (added scope)			X Dvlp Instru	X Follows “Summit”	X Runs concurrent	X	X	X						X	
Community Profile		X	X	X	X	X		X		X	X			X	
Public Sector Service Assessment						X	X	X			X			X	
Pyramid Methodology							X	X	X	X	X			X	
Alternative Funding Strategies and Sources									X	X	X			X	
Policy Development										X	X			X	



# Community Profile

## ***Background on the County and DPR***

The County of San Diego covers over 4,200 square miles and serves a population of over three million people. The diverse landscape moves from desert to forests, from beaches to mountains, and wetlands to savannahs, with canyons and rivers meandering throughout.

The system includes an array of local and regional parks and primitive and modern campground, all of which are natural treasures, creating a buffer and respite, educating stewards of the land, and serving critical environmental protection concerns. Recreation facilities range from community, teen, and senior centers, each celebrating the unique flavor of the surrounding community, to multi-field sports complexes. Services include nature and resource education programs led by professional park rangers, special events, tournaments and leagues, and all varieties of leisure pursuits.

## ***Community Profile***

The following community profile was distributed at all public and stakeholder meetings, as well as the Leadership Summit.



# COST RECOVERY, RESOURCE ALLOCATION, AND REVENUE ENHANCEMENT STUDY

## AGENCY PROFILE

The County of San Diego Department of Parks and Recreation (DPR)

**Director:** Brian Albright

**Operating Budget:** \$30 million

**Capital Improvement Projects Budget:** \$53 million

### Revenue Sources:

- Property taxes (goes directly to County Service Area budgets)
- Retail sales
- Rents & Concessions
- Grants for non-capital purposes
- Capital Projects
- Park Land Dedication Ordinance Funds
- County Service Areas
- Park & Camping Fees
- Recreation Program Fees
- Land Development Fees
- Employee Maintenance - Charges to DPR employees for living in County Owned housing
- Donations
- General Purpose Revenue (on-going and one-time)
- LUEG Fund (one-time funding)
- Miscellaneous (other)

### Facilities and amenities operated/managed by DPR:

- 8 camping parks
- 7 regional picnic parks
- Over 44,000 acres of parkland and open space
- 326 miles of trails

## 2009-10 ANTICIPATED ACCOMPLISHMENTS STRATEGIC INITIATIVES

- Kids
- The Environment
- Safe and Livable Communities

**Required Discipline – Fiscal Stability**

**Required Discipline – Regional Leadership**

- 2 historic adobes
- 10 historic park sites
- 34 local parks
- 5 community recreation centers
- 2 teen centers
- Operate and maintain the grounds and recreation features at all County parks, preserves and centers.

This **Cost Recovery, Resource Allocation, and Revenue Enhancement Study** will identify core services, identify duplication in services, recommend provision strategies, determine resource allocation, and recommend pricing strategies. It will enhance County partnerships and help meet the future needs of the San Diego County residents, and those who work and visit the community. The project includes conducting an inventory and analysis of all parks and recreation service offerings in relation to the values, vision, and needs of the community, as well as their position in the market, and reaffirms the department's mission.

The Study will focus on short and long-term implementation strategies that enhance service delivery, efficiently and effectively utilize the community's investment for critical parks and recreation needs, and identify collaborative efforts. This study aligns available and future resources with core services and commitments to include desired level of service, sustainable fiscal and environmental stewardship, and industry best practices in operating and maintaining the department's infrastructure. The process will produce a systematic implementation plan to ensure the Department is moving in the right direction to meet the needs of the **San Diego County** community.

**San Diego County covers 4,261 square miles, approximately the size of the state of Connecticut, extending 75 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border. It is the southwestern most county in the contiguous 48 states.**

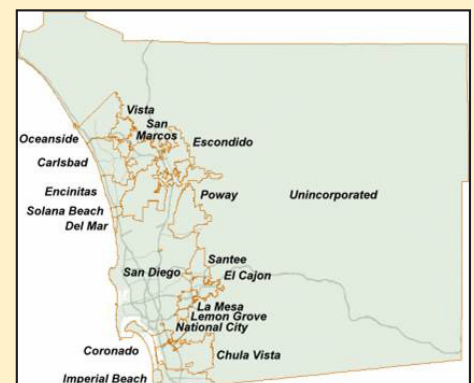


Image provided by SANDAG

- San Diego County is the second largest county by population in California and the fifth largest county by population in the country, as measured by the U.S. Census Bureau.
- Total population of the county has grown 12.8% since 2000.
- Population growth has averaged 1.2% over the past 9 years.
- Growth has ranged from a high of approximately 1.9% in 2002 to a low of approximately 0.8% in 2006.
- Natural increase is the primary source of population growth as well as the change in population is net migration (both foreign and domestic) which has varied dramatically in the past 10 years.
- The regional population for 2030 is forecasted to be 3.9 million according to the San Diego Association of Governments (SANDAG) based on its 2050 Regional Growth Forecast released in February 2010, a 38% increase from calendar year 2000.

*(CAO Proposed Operational Plan Fiscal Years 2010-2011 & 2011-2012)*

*“Urban Parks are where vast numbers of persons are brought closely together, poor and rich, young and old...each individual adding by his mere presence to the pleasure of all others.”*

Frederick Law Olmsted,

Father of Landscape Architecture, 1870

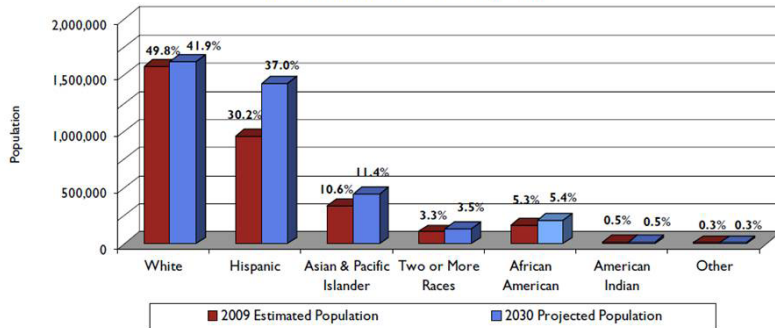


*Image from San Diego County Operational Plan*

San Diego County Population			
	2000	2009	% Change
Carlsbad	78,306	104,652	33.6
Chula Vista	173,543	233,108	34.3
Coronado	24,100	23,028	(4.4)
Del Mar	4,389	4,591	4.6
El Cajon	94,869	98,133	3.4
Encinitas	57,955	64,145	10.7
Escondido	133,663	144,831	8.4
Imperial Beach	26,992	28,243	4.6
La Mesa	54,749	56,881	3.9
Lemon Grove	24,918	25,650	2.9
National City	54,260	56,522	4.2
Oceanside	161,039	179,681	11.6
Poway	48,044	51,126	6.4
San Diego	1,223,415	1,353,993	10.7
San Marcos	54,977	83,149	51.2
Santee	52,946	56,848	7.4
Solana Beach	12,979	13,547	4.4
Vista	89,857	96,089	6.9
Unincorporated	442,832	499,190	12.7
<b>Total</b>	<b>2,813,833</b>	<b>3,173,407</b>	<b>12.8</b>
Source: California Department of Finance			

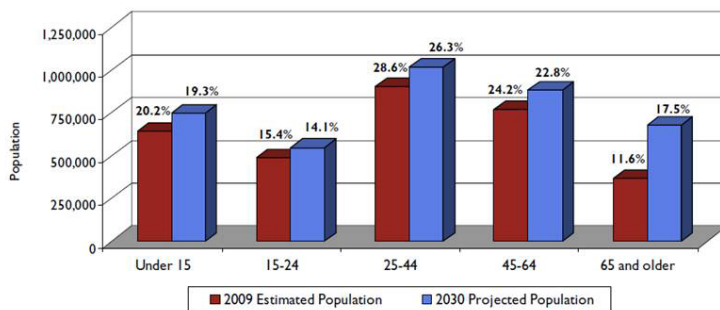
# DEMOGRAPHIC INFORMATION

**San Diego County Population Distribution by Race/Ethnicity**  
2009 Estimated vs. 2030 Projection



Note: Percentages represent the share of each group compared to the total population.  
Source: San Diego Association of Governments (SANDAG) 2050 Regional Growth Forecast (Feb 2010) - 2030

**San Diego County Population Distribution by Age**  
2009 Estimated vs. 2030 Projection



Notes: Percentages represent the share of each group compared to the total population.  
Source: San Diego Association of Governments (SANDAG) 2050 Regional Growth Forecast (Feb 2010) - 2030 Projection.

## HOUSEHOLD INCOME (2009)

Households by Income Category (1999 dollars, adjusted for inflation)

	Less than \$15,000	\$15,000-\$29,999	\$30,000-\$44,999	\$45,000-\$59,999	\$60,000-\$74,999	\$75,000-\$99,999	\$100,000-\$124,999	\$125,000-\$149,999	\$150,000-\$199,999	\$200,000 or more
Households	116,683	173,405	177,669	151,815	126,438	134,607	79,293	41,409	37,481	39,049
% of Total	11%	16%	16%	14%	12%	12%	7%	4%	3%	4%



- SANDAG projects that in 2030, San Diego's population breakdown will be 41.9% White; 37% Hispanic; 11.4% Asian and Pacific Islander; 5.4% Black; and 4.3% all other groups.
- The age cohort with highest percentage of the population is the 25-44 age group, (28.6%). It is projected that this age group will remain the highest percentage of the population by 2030 as well.
- SANDAG also projects a dramatic shift in the age structure of the county. It is projected that the population of residents 65 years and older will increase 86% by 2030.
- In 2008 the median age of San Diego County's household population was 34.2 years old. The percentage of males and females is even, with 50 percent each.
- The highest percent of annual household income in San Diego Region earns between \$30,000-\$44,999 (16%) or \$15,000-\$29,999 (16%). The \$75,000-\$99,999 household income cohort was ranked second at, 12% of the population. (SANDAG)
- Median household income in 2009 for the County was \$63,026. (CAO Proposed Operational Plan Fiscal Years 2010-2011 & 2011-2012)

## Development of Values

### ***Identifying the Values of Parks and Recreation, and Refining DPR's Vision Statement***

A Leadership Summit made up of invited participants from across the County representing elected and appointed officials and staff from governance sectors, partners, citizens, and interested stakeholders, and the County's professional park and recreation staff, was convened on August 11, 2010 at the City Public Utilities Building.

For the Values and Visioning Leadership Summit, there was representation from the following groups:

- County Board of Supervisors offices
- DPR Director and Executive Staff
- County Department Directors
- Various City Parks and Recreation leaders
- Industry partners
- Community members

Thirteen tables of six to seven participants each; 85 people representing the three perspectives – governance, citizen, and staff – discussed and shared their opinions on the value of parks and recreation regardless of which agency provides the services.

In addition, a Values and Vision Employee Summit was conducted on August 10, 2010 in which 75 staff shared their perspectives.

The groups used the following guiding questions:

#### **Values Questions**

1. What is NOT the role of parks and recreation in the community?
2. What community issues or problems exist that parks and recreation can address?
3. What is the value of parks and recreation to the community? What positive outcomes can parks and recreation influence?

### ***Review and Analysis of Organizational Values, Vision, and Mission***

These fundamental principles create a logical philosophical framework that guides and directs decision-making efforts. They are the foundation for all organizational decisions and processes.

DPR's values are comprised of leadership values, staff values, and community values. They direct DPR's vision and help determine those community conditions DPR wishes to impact through the organizational mission. DPR's mission helps guide management decisions, often substantiating difficult decisions, making them justifiable and defensible.



The County of San Diego previously established a series of guiding statements and principles that were reviewed, analyzed, and considered as the process advanced. These include DPR's mission, vision, core values, and community issues.

### ***DPR Mission Statement***

*"We enhance the quality of life in San Diego County by providing opportunities for high level parks and recreation experiences and preserving regionally significant natural and cultural resources."*

### ***Resulting Values and Vision Statements***

These statements were based on input from the August Leadership Summit, Employee Summit, July public focus groups/stakeholder meetings, and updated August 20, 2010.

## Values and Vision Statements

**The Value of Park and Recreation services to the San Diego County community is:** (in no particular order)

### **Community:**

- Parks and community centers reflect a diverse and positive community identity.
- Safe and well-maintained park facilities promote family-friendly recreation, reduced crime, cultural harmony, and community spirit.
- A physically and socially connected community encourages active and involved stewards and citizens.
- Innovative programming pro-actively responds to changing demographics while addressing current trends in support of each community's identity; thus fostering ownership.

### **Health:**

- Parks and recreation opportunities foster healthy lifestyles, build self-esteem, reduce stress, and provide positive alternatives for youth.
- Passive and active recreation experiences promote healthy aging and socialization.

### **Environmental:**

- Parks and open space areas help protect natural resources and wildlife, enhance water and air quality, and improve overall community livability.
- Park visitors have the opportunity to learn about the environment first hand and take those lessons home with them.

### **Economic:**

- Parks enhance property values, contribute to healthy and productive workforces, and help attract and retain businesses.
- A financially sustainable park system will leverage taxpayer investments by using volunteers and other alternative funding sources.

### **Leadership:**

- DPR will model sustainable practices to ensure our legacy and connect the County through accessible service.
- DPR will cultivate cost effective and innovative opportunities by capitalizing on strategic collaborations and partnerships.

### **Vision**

***A park and recreation system that is the pride of San Diego County***

We will accomplish this through the following:

- Increasing awareness of, and appreciation for, the "jewels of San Diego County": preserves, regional parks, and river valleys.
- Improving the health of San Diego County— environmental, physical, mental, community, and economic.
- Sustaining the current level of service, infrastructure, and a dynamic balance between passive and active recreation.

## ***The Values and Visioning Process***

### **Week of June 1, 2010**

#### **Strategic Kick Off**

- Confirmed Study schedule
- Determined Critical Success Factors
- Determined staff and stakeholder participation

### **Weeks of June 28, 2010 and July 5, 2010**

#### **Public Focus Groups**

- Introduced the Cost Recovery, Resource Allocation and Revenue Enhancement Study
- Discussed the Study's Critical Success Factors
- Obtained preliminary input on the Values of Park and Recreation
- Obtained preliminary input on the Critical Issues facing San Diego County that DPR can influence
- Obtained preliminary input on the Vision for Park and Recreation Services in the County

### **Week of August 9, 2010**

#### **Values and Vision Summits**

- Conducted Leadership Summit
- Conducted Employee Summit
- Consolidated information from Summits and Public Focus Groups
- Enhanced existing Values and Vision Statements

# Core Service Identification and Provision Strategies

## ***Identifying the Core Services and Provision Strategies***

DPR trained a cross section of staff members to learn how to use the **Public Sector Services Assessment** tool, understand its market segment and strength or weakness of its position within that market, and identify alternative providers, core services, and optional provision strategies. The participating group was comprised of staff from various DPR functional areas including Park Operations, Community and Teen Center Operations, Recreation, Sports and Athletics, Development, Administration, and Finance. The team was also assisted by several support staff members.

The use of the Service Assessment tool to identify core services and potential provision strategies included a significant number of educational workshops and required extensive time and effort by many DPR staff. Educational workshops rooted in the values and vision statements were the foundation for the development and use of the assessment tool. These sessions introduced each component of the process and engaged internal stakeholder groups in interactive dialogue and exercises.

Engagement was critical to collective “buy-in,” consensus, and endorsement of the process. These workshops provided the groundwork for many intensive work sessions and ultimately, for the recommended Service Portfolio (**Appendix G**), a compilation of the tool and the Pyramid Methodology.

## ***The Public Sector Services Assessment***

Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises which compete for customers (and whose very survival depends on satisfying paying customers), many public and non-profit organizations operate in a non-market, or grants economy – one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, customers (taxpayers) do not decide how funding is allocated and which service gets adequate, ongoing funding. In fact, many public agencies and non-profits can be considered “sole-source,” the only place to get a service, so there is little to no market saturation. Therefore, the potential exists for apathetic service enhancement and improvement. Consequently, public and non-profit organizations have not necessarily had an incentive to question the status quo, to assess whether customer needs were being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed, funders and customers alike are beginning to demand more accountability; both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increases. This increasing demand for a smaller pool of resources requires today's public and non-profit agencies to rethink how they do business, to provide services where appropriate, to avoid duplicating existing comparable services, and to increase collaboration, when possible. In addition, organizations are leveraging all available resources where possible.

The Public Sector Services Assessment is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of DPR's Service Portfolio. Additional results indicate whether the service is core to DPR's values and vision, and provides recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to DPR's purpose. The process includes an analysis of: each service's relevance to DPR's values and vision, DPR's market position in the community relative to the market, other service providers in the service area, including quantity and quality of provider, and the economic viability of the service.

Based on the MacMillan Matrix for Competitive Analysis of Programs<sup>2</sup>, the Public Sector Services Assessment Matrix is a valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The Public Sector Agency Services Assessment Matrix is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The Public Sector Agency Service Assessment Matrix assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

**Q: Is DPR the best or most appropriate organization to provide the service?**

**Q: Is market competition good for the citizenry?**

**Q: Is DPR spreading its resources too thin without the capacity to sustain core services and the system in general?**

**Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

## ***Service Assessment Process***

DPR created a Service Menu that listed each program, activity, or facility provided to the community by DPR. This Service Menu is the preliminary step in the evolution of DPR's comprehensive Service Portfolio, which inevitably includes not only the individual service and recommended provision strategy, but also the category of service to which each service belongs, cost recovery goal, and pricing strategy as identified using the Pyramid Methodology.

This intensive review of organizational services led to the development of DPR's Service Portfolio and identified those services that require taxpayer investment and are "core" to the values, vision, and mission of DPR.

---

<sup>2</sup> Alliance for Nonprofit Management

The underlying philosophy of the Service Assessment is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers unable to increase the quality and cost-effectiveness of customer services. The Assessment also included management strategies intended to assist DPR in its provision of these services in the future. As an outcome of the Service Assessment, the following preliminary provision strategies were identified. These will help inform the development of specific recommendations.

## ***Service Assessment Findings***

The findings indicate that:

- DPR has done an exemplary job at weeding out duplicative and un-productive services.
- Some programs and services may not have a strong market positions, and further evaluation for alternate provision strategies may be warranted.
- Many social services offered through cooperative partnerships would be difficult to continue to offer through DPR if the partnerships or funding were discontinued.

## ***Service Assessment Management and Provision Strategy Recommendations***

The resulting provision strategies for DPR recommend:

- Services to advance or affirm the DPR market position
- Services to pursue collaboration
- Services for complementary development
- Services to invest in to change the market position
- Services to divest

## ***Recommended Provision Strategies - Defined***

Affirm Market Position – a number of (or one significant) *alternative provider(s)* exists, yet the service has *financial capacity* and DPR is in a *strong market position* to provide the service to customers or the community. Affirming market position includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes investment of resources to realize a financial return on investment. Typically, these services have the ability to generate excess revenue.

Advance Market Position – a smaller number or no *alternative providers* exist to provide the service, the service has *financial capacity*, and DPR is in a *strong market position* to provide the service. Primarily due to the fact that there are fewer, if any, alternative providers, advancing market position of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service could generate excess revenue by increasing volume.

Divestment – DPR has determined that the service does not fit with the values and vision, and/or DPR has determined it is in a *weak market position* with little or no opportunity to strengthen its position. Further, DPR deems the service to be contrary to their interest in the responsible use of resources, therefore, DPR is positioned to consider divestment of the service.

Investment – investment of resources is DPR’s best course of action as the service is a *good fit* with values and vision, and an opportunity exists to strengthen DPR’s current *weak market position* in the marketplace.

Complementary Development – the service is a *good fit*, a number of or one significant *alternative provider(s)* exists which provide the service, DPR is in a *strong market position* to provide the service, yet it does not have *financial capacity*. “**Complementary development**” encourages planning efforts that lead to complementary service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number or like services of alternative providers, demand and need exists justifying the service’s continued place in the market.

Collaboration – DPR determines that the service can be enhanced or improved through the development of a collaborative effort as DPR’s current *market position is weak*. Collaborations (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly using DPR resources are recommended.

Core Service – these services *fit* with DPR’s values and vision, there are few if any *alternative providers*, yet DPR is in a *strong market position* to provide the service. However, DPR does not have the *financial capacity* to sustain the service outside of General Fund support, and the service is not deemed to be economically viable. These services are “core” to satisfying DPR’s values and vision typically benefiting all community members, or are seen as essential to the lives of under-served populations.

## ***The Core Service Identification and Provision Strategies Process***

### **Week of August 30, 2010**

#### **DPR Staff Educational Workshops**

- Presentation of the Public Sector Services Assessment Methodology
- Identification of DPR services including programs and facilities through a Services Analysis
- Identification of alternative service providers through a Services Analysis

### **Week of September 27, 2010**

#### **DPR Staff Process Workshops**

- Processing each of the County’s service through each of the Service Matrix filters
- Identification and discussion of resulting provision strategies
- Review of DPR’s current Mission Statement and suggested revisions as appropriate

# Financial Resource Allocation Philosophy, Model and Policy

## ***Developing the Financial Resource Allocation Philosophy, Model and Policy***

DPR trained a cross section of staff members to learn how to use the **Pyramid Methodology** tool, to identify broad categories of like or similar service, and to understand the beneficiary filter. The participating group was comprised of staff from various DPR divisions including Park Operations, Community and Teen Center Operations, Recreation, Sports and Athletics, Development, Administration, and Finance. The team was also assisted by several support staff members. In addition to staff, members of the leadership summit and public participants across the county sorted the broad categories of service by beneficiary.

The use of the Pyramid Methodology tool to sort categories of services and determine current and minimum target cost recovery thresholds included a significant number of educational workshops and required extensive time and effort by many DPR staff. Educational workshops rooted in the values, vision, and mission statements, and to what degree the community as a whole or an individual benefited, formed the foundation for development and use of the pyramid tool. These sessions introduced each component of the process and engaged internal stakeholder groups in interactive dialogue and exercises.

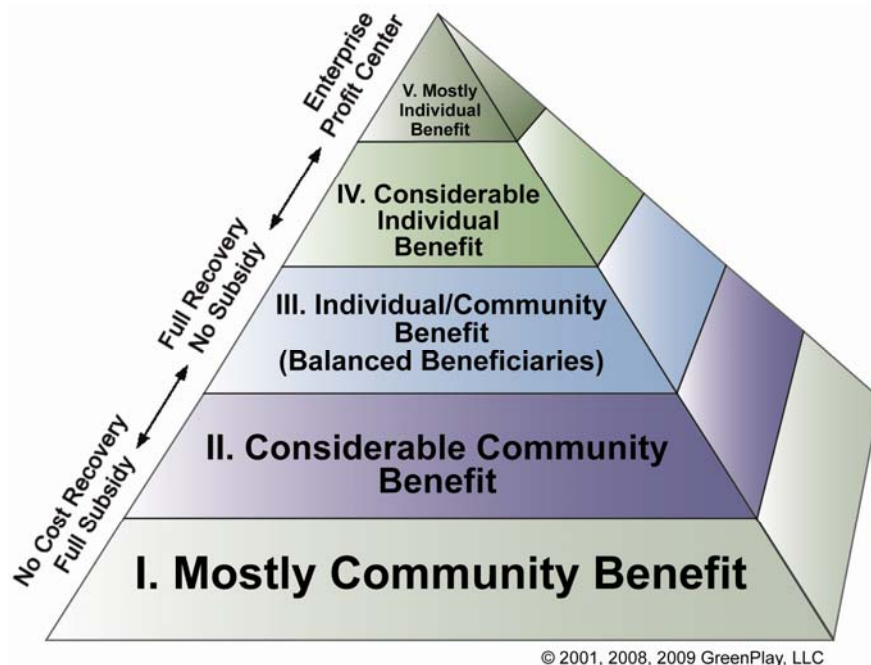
Engagement was critical to collective “buy-in,” consensus, and endorsement of the process. These workshops provided the groundwork for many intensive work sessions, and ultimately, for the recommended Service Portfolio (**Appendix G**), a compilation of the Service Assessment and the Pyramid Methodology tools.

## ***Developing a Resource Allocation Philosophy: The Pyramid Methodology***

It is often easier to integrate the values of an organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the Pyramid. In addition to a physical structure, *pyramid* is defined by Webster’s Dictionary as “an immaterial structure built on a broad supporting base and narrowing gradually to an apex.” Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

The Pyramid illustrates DPR’s categories of services and financial resource allocation philosophy. The Pyramid details cost recovery and subsidy goals commensurate with the benefit received by a service’s user and the community as a whole. Descriptions regarding each level of the Pyramid are provided in this document, and they are critically dependent upon DPR philosophies. These philosophies inevitably determine where DPR’s services will fall within the Pyramid. Historical, cultural, geographical, and resource impacts may play a role in this determination. The resulting Pyramid is unique to each department that applies this method.

The Pyramid is the major component of a Resource Allocation and Core Services Model. The foundational level of the Pyramid represents the mainstay of a public parks and recreation system. It is the largest service level and most heavily subsidized by tax dollars. Services appropriate to higher levels of the Pyramid should be offered only when the preceding levels below are significant enough to provide basic parks and recreation services to the community as a whole. This represents the public parks and recreation mission while reflecting the growth and maturity of a department.



Application of the Pyramid Methodology begins with the values, vision, and mission of DPR, but must also address the following questions and issues:

- **Who benefits from the service – the community in general, the individual, or the group receiving the service?**
- **Does the individual or group receiving the service generate the need, and therefore the cost, of providing the service? An example of this type of service is a permitted activity in a park that requires police presence beyond the norm.**
- **Will imposing the fee pose an economic hardship on specific users?**
- **If the ability to pay does not align with the benefit and value of a service, consideration of this dynamic should be addressed during the implementation phase of pricing and marketing.**
- **Do community values support taxpayer subsidy of the cost of service for individuals with special needs (e.g., specialized programs for people with disabilities or services for low-income families)?**
- **Are services federally mandated like inclusionary services as instituted by the Americans with Disabilities Act (ADA)?**
- **Will the level of the fee affect the demand for the service?**
  - **Is it possible and desirable to manage demand for a service by changing the level of the fee?**
  - **Are there competing providers of the service in the public, nonprofit, or private sector?**

## ***The DPR Consensus Pyramid***

A consensus pyramid from public process was created along with recommendations for minor adjustments (the final DPR pyramid follows and is also found in **Appendix B**, along with cost center pyramids). The target cost recovery percentages were established based on current cost recovery when all direct costs were allocated, and with the goal of increasing cost recovery for DPR.

**Consultant recommended (indicated by \*), and DPR accepted modifications to the Consensus Pyramid (see next page for final tiers):**

Inclusion Services and the Volunteer Program were on level 2; consultant recommended moving these to level 1 due to Federal Mandate (ADA) and by weighting toward public and Leadership Summit input.

Classes, Workshops, and Clinics – It was a general consensus from the workshop participants, that adults be one level higher than youth, emphasizing a greater community benefit for youth services, and aligning with the values, vision, and mission of DPR. All levels were originally combined.

Long-Term Leases were originally separated into regular or commercial leases (such as cell towers or agricultural) and leases with agency partners (through DPR agreement for agencies with aligned missions) due to disparity of responses. While consensus slotted this service on level three, discussion indicated that they should be separated, and partners should be lower with regular or commercial leases higher on the pyramid using the beneficiary filter.

The Target Tier Minimum Cost Recovery Percentages were established by analyzing which category or categories of service the majority of resources were allocated to by each tier or level, typically coupled with current cost recovery based on the definitions of direct and indirect costs. The Target Tier Minimum Cost Recovery Percentages are only attempting to recover direct cost of service provision, not all costs, or fully loaded (direct and indirect) costs.

## ***Cost Center Pyramids***

In addition to defining costs and target tier minimum cost recovery percentages, specific cost centers were defined. Four supplemental cost center pyramids were created to assist in financial management practices. They include:

- Park Operations
- Community Centers with Programming
- Teen Centers with Programming
- Sports

(See **Appendix B** for Cost Center Pyramids.)

# ***The Financial Resource Allocation Philosophy, Model, and Policy Development Process***

## **Week of November 1, 2010**

### **DPR Staff Educational Workshops**

- Re-orientation to DPR's Values, Vision, and Mission Statements
- Introduction to the Pyramid Methodology
- Exercise – Sample Sorting of Services
- Develop DPR Categories of Service
- Review current budgeting procedures and cost allocations
- Preliminary discussion of direct and indirect costs

## **Week of November 29, 2010**

### **Leadership Summit Sorting Workshop and Community Sorting Workshops**

- Discuss project intent
- Presentation of the Pyramid Methodology
- Present DPR's Values, Vision, and Mission Statements
- Sorting of services according to Beneficiary and the Values, Vision, and Mission

### **DPR Staff Sorting Workshop**

- Review the Pyramid Methodology
- Review DPR's Values, Vision, and Mission Statements
- Sorting of services according to Beneficiary and the Values, Vision, and Mission

### **DPR Staff Educational Workshops**

- Debrief of Community and Staff Workshops
- Present consensus pyramid
- Discuss cost center pyramids
- Define direct and indirect costs
- Determine strategy for identifying and applying direct and indirect costs
- Establish small group to develop financial and registration related glossary of terms

## **Week of January 3, 2011**

### **DPR Staff Workshop**

- Review recommended pyramid
- Review cost center funds pyramids
- Finalize and apply direct costs
- Finalize indirect costs
- Discussion of current cost recovery levels
- Establishment of cost recovery goals
- Review financial and registration related glossary of terms

**Week of February 14, 2011****DPR Staff Workshop**

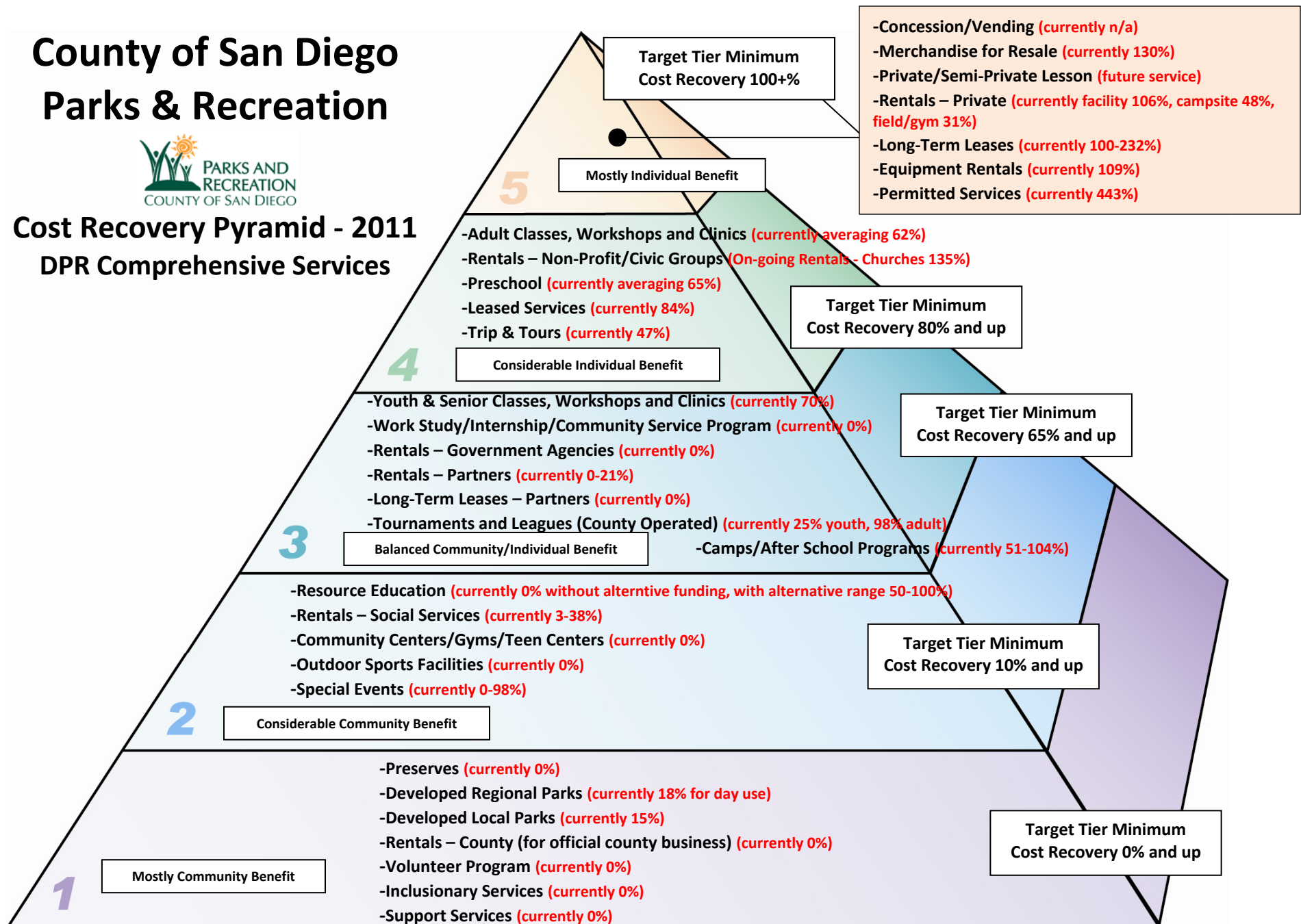
- Review final financial glossary of terms
- Pricing theory
- Development of DPR's pricing strategy and methods
  - Cost Recovery Strategy
  - Competitive Strategy
  - Market Rate Strategy
  - Arbitrary pricing should never be used
- Budgeting exercise – application of cost recovery goals to pricing strategies
- Goals and objectives theory
- Development the implementation plan for the resource allocation and core service model - discuss and document goals, objectives, and actions steps

**THIS PAGE INTENTIONALLY LEFT BLANK**

# County of San Diego Parks & Recreation



## Cost Recovery Pyramid - 2011 DPR Comprehensive Services



**THIS PAGE INTENTIONALLY LEFT BLANK**

# Traditional Parks and Recreation Operations and Capital Development Funding Sources

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources. Many of these strategies are currently being used to some extent by DPR.

## ***Traditional Tax and Exactions-Based Funding Resources***

### **General Fund**

Parks and recreation services are typically funded by an agency’s General Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-government agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

- **Sales Tax**

This revenue source often funds municipal park and recreation agencies either partially or fully. Sales tax revenue is very popular in high traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

- **Property Tax**

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

### **Park Land Dedication Ordinance**

Park land dedication requirements are set forth *County Code Title 8, Section 10, Chapter 1 – Parks Lands Dedication Ordinance*. The requirements typically state that all residential subdivisions of land, with some exemptions, are to provide for parks by either dedicating land (for DPR, it is 3 acres per 1,000 population), paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two. In California, the Quimby Act, Mello-Roos Community Facilities District, and Benefit Assessment Districts govern taxation, land dedication, and fees in lieu.

### **Development Impact Fees**

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

### **Special Districts/County Service Areas**

Different from cities that are direct beneficiaries of these funds, Special Districts, (or local improvement districts) are the beneficiaries of pass-through funding from the cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own. *DPR currently uses this strategy.*

# Traditional Parks and Recreation Earned Revenue Resources

## ***Fees and Charges***

### **Ticket Sales/Admissions**

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

### **Membership and Season Pass Sales**

DPR can sell memberships (e.g. annual passes) for specific types of amenities to offset operational costs. These fees can apply to recreational and fitness centers, regional park passes, tennis centers, splash parks, etc.

### **Program Independent Contractor Fees**

DPR receives a percentage of gross contractor fees for contractor programs held in DPR facilities. The percentages range from 20% to 40% depending on space, volume, and the amount of marketing DPR does for the contractor.

**THIS PAGE INTENTIONALLY LEFT BLANK**

# Alternative Parks and Recreation Operations and Capital Development Funding Sources

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by GreenPlay. Some of the strategies are currently used by DPR, but may not be used to maximum effectiveness or capacity. Those that may not currently be used by DPR should be considered for project's or operation's specific relevance.

**NOTE:** *Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within the County of San Diego and the State of California, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.*

## **Loan Mechanisms**

### **Bond Referendum**

Bond Referenda are used to fund capital needs, renovations, and new facilities to meet the needs and demands of residents. A bond is a written promise to pay a specified sum of money at a specified future date, at a specified interest rate. These bonds are traditionally general obligation bonds, revenue bonds, or special assessment bonds initiated through agency approval and citizen vote.

### **General Obligation Bonds**

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

### **Revenue Bonds**

Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond. These are typically issued for water, sewer or drainage charges, and other enterprise type activities.

### **Special Assessment Bonds**

These bonds are payable from the proceeds of special assessments such as local improvement districts. DPR currently uses this strategy.

### **Industrial Development Bonds**

Specialized revenue bonds issued on behalf of publicly owned, self-supporting facilities.

## ***Alternative Service Delivery and Funding Structures***

### **Forming a Parks and Recreation Independent Taxing District**

DPR could consider additional independent parks and recreation districts or a county-wide assessment district that could serve just the residents of the independent taxing district or may encompass a larger service area. This option provides a stable source of funds, a separate administration, and an elected body that is accountable to the voters residing in the district. This type of special district is often funded through property taxes but could also receive pass-through funding from the County.

### **Inter-local Agreements**

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities. *DPR currently uses this strategy.*

### **Annual Appropriation/Leasehold Financing**

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds who would construct the facility and retain title until the bonds are retired. DPR enters into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of DPR, and are therefore more costly. Since a separate corporation issues these bonds, they do not impact DPR's debt limitations and do not require a vote. However, they also do not entitle DPR to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

### **Commercial Property Endowment Model – Operating Foundation**

John L. Crompton<sup>3</sup> discusses government using the Commercial Property Endowment Model citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A non-profit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

### **Privatization – Outsourcing the Management**

Typically used for food and beverage management, ballfield, or sports complex operations by negotiated or bid contract. *DPR currently uses this strategy.*

### ***Partnership Opportunities***

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government department, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

---

<sup>3</sup> Spring 2010 *Journal of Park and Recreation Administration*, Volume 28, Number 1, pp 103-111

Partnerships are extremely important to DPR as evidenced by their financial support to agreements made with youth sports associations, the Boys and Girls Club, and others. DPR also has many cooperative working relationships with many County Service Areas (CSAs) improvement districts.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel, and mutually beneficial relationships can be fostered and may include the following:

- YMCA - *DPR currently uses this strategy.*
- School District - *DPR currently uses this strategy.*
- Medical Center or Hospital.
- Boys and Girls Club - *DPR currently uses this strategy.*
- Kiwanis, Soroptimists, VFWs, Elks, Rotary, and other service and civic organizations - *DPR currently uses this strategy.*
- Chamber of Commerce.
- Convention and Visitor's Bureau.
- Homeowner Associations - *DPR currently uses this strategy.*
- Youth Sports Associations - *DPR currently uses this strategy.*
- County, neighboring cities, and communities - *DPR currently uses this strategy.*
- Private alternative providers - *DPR currently uses this strategy.*
- Churches - *DPR currently uses this strategy.*

*A Sample Partnership Policy has been provided to DPR.*

## **Community Resources**

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for DPR. These findings do not recommend any particular funding strategy over another. The economic conditions within the county may vary with time and DPR should explore the best means of achieving its goals towards the operations of DPR, the programs, and the facilities on an ongoing basis.

### **Philanthropic**

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. Current DPR resources that could be dedicated to such a venture are often limited. If this option is deemed possible by DPR decision-makers, it is recommended that DPR outsource most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns.

*Relevant methods are discussed below.*

### **Friends Associations**

These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole. *DPR currently uses this strategy.*

## **Volunteers/In-Kind Services**

This revenue source is an indirect revenue source in that persons donate time to assist DPR in providing a product or service on an hourly basis. This reduces DPR cost in providing the service, plus it builds advocacy for the system. *DPR currently uses this strategy.*

To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency. This staff member could then work closely with Human Resources as volunteers are another source of staffing a program, facility, or event.

## **Volunteer Programs**

- **Adopt-a-Park/Adopt-a-Trail**

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

- **Neighborhood Park Watch**

As a way to reduce costs associated with vandalism and other crimes against property, DPR may develop a neighborhood park watch program. This program would develop community ownership of DPR's facilities.

## **Foundation/Gifts**

These dollars are received from tax-exempt, non-profit organization. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc. *DPR currently uses this strategy.*

## **Gift Catalogs**

Gift catalogs provide organizations the opportunity to let the community know on a yearly basis what their needs are. The community purchases items from the gift catalog and donates them to DPR.

## **Gifts in Perpetuity**

- **Maintenance Endowments**

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

- **Irrevocable Remainder Trusts**

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to DPR in a trust fund that allows the fund to grow over a period of time and then is available for DPR to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

- **Life Estates**

This revenue source is available when someone wants to leave their property to DPR in exchange for their continued residence on the property until their death. DPR can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

## **Grants**

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding. *DPR currently uses this strategy.*

### **General Purpose or Operating Grants**

When a grant maker gives DPR an operating grant, it can be used to support the general expenses of operating DPR. An operating grant means the fund provider supports DPR's overall mission and trusts that the money will be put to good use.

### **Program or Support Grants**

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

- **Planning Grants**

When planning a major new program, DPR may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

- **Facilities and Equipment Grants**

These grants help DPR buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

- **Matching Grants**

Many grant makers will provide funding only on the condition that DPR can raise an amount equal to the size of the grant from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

- **Seed Money or Start-up Grants**

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

- **Management or Technical Assistance Grants**

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of DPR. Instead, they support DPR's management or administration and the associated fundraising, marketing, and financial management needs of DPR.

**Program-Related Investments (PRIs)**—In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects. This may be an opportunity for the Parks Society, once re-structured.

**Private Grant and Philanthropic Agencies**

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.
- For information on government product news and procurement visit GovPro at [www.govpro.com](http://www.govpro.com).
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: [www.fdncenter.org](http://www.fdncenter.org).
- Research [www.eCivis.com](http://www.eCivis.com) for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

## ***DPR Grant Opportunities***

Below is a listing of local, state, and federal grants for which DPR is currently applying. In addition, DPR has previously received American Recovery and Reinvestment Act Grants, Energy Efficiency and Conservation Block Grants (detailed in the Cost Saving Measures, "Greening" Practices, and Strategic Initiatives – Green Practices Grants), and Community Development Block Grants.

- Solid Waste Disposal and Co-disposal Site Cleanup Program: Grants to Public Entities to Abate Illegal Disposal Sites - FY 2011
- PETCO Foundation Grant
- SHANE Inspiration Foundation Grant
- Land and Water Conservation Grant Program
- Recreation Trails Program
- CA0001 Habitat Conservation Fund (HCF) Program - FY 2012
- CA0880 California River Parkways Grant Program - FY 2011
- FD0242 California Wellness Foundation

## **Corporate Sponsorships**

DPR can solicit this revenue-funding source themselves or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events. *DPR currently uses this strategy.*

*A Sample Sponsorship Policy has been provided to DPR.*

## **Naming Rights**

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the “rights” to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group’s name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

## **Advertising Sales**

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on DPR related items such as program guides, scoreboards, dasher boards, and other visible products or services. Current sign codes should be reviewed for conflicts or appropriate revisions.

## **Fundraising**

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. DPR could sell pavers, bricks, tiles, etc., or consider staging a telethon.

## **Raffling**

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

## **Community Service Fees and Assessments**

### **Recreation Service Fee**

The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by DPR. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues, youth baseball, soccer, and softball leagues, and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

### **Capital Improvement Fees**

These fees are on top of the set user rate for accessing DPR facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

### **Residency Cards**

County of San Diego non-residents may purchase “residency” on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price, but are often at least equivalent to what a resident pays in taxes annually to support the operations, maintenance, and debt service of DPR.

### **Security and Clean-Up Fees**

DPR may charge groups and individuals security and clean-up fees for special events other type of events held at facilities. *DPR currently uses a version this strategy through security and damage deposits.*

### **Lighting Fees**

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges. *DPR currently uses this strategy.*

### **Signage Fees**

This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25-\$100 per sign based on the size of the sign and DPR location.

### **Dog Park Fees**

These fees are attached to kennel clubs who pay for the rights to have DPR dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people’s dogs.

### **Equipment Rental**

This revenue source is generated from the rental of DPR equipment such as tables and chairs (*DPR currently uses this strategy*), tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

### **Parking Fee**

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost. *DPR currently uses this strategy in regional parks.*

### **Utility Roundup Programs**

Some park and recreation agencies have worked with local utilities on a round up program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support DPR utility improvements such as sports lighting, irrigation cost, and HVAC costs.

### **Franchise Fee on Cable**

This would allow DPR to add a franchise fee on cable designated for parks and recreation. The normal fee is \$1.00 a month or \$12.00 a year per household. Fees usually go towards land acquisition or capital improvements.

### **Room Overrides on Hotels for Sports Tournaments and Special Events**

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for DPR in hosting the events.

### **Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa**

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00 and usually is \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for DPR operational purposes.

### **Flexible Fee Strategies**

This pricing strategy would allow DPR to maximize revenues during peak times and premium sites/areas with higher fees and fill in excess capacity during low use times with lower fees to maximize play.

### **Camping Fees & Hook-Up Fees**

DPR sells permits for RV, tent, and primitive camping. Fees may range per site for primitive spaces, full hook-ups, and premium view or location sites. Additional fees may be added for water, electricity, sewer, and cable T.V. access, dump stations, showers, etc. *DPR currently uses a version of this strategy.*

### **Trail Fee**

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 to \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multi-purpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

### **Real Estate Transfer - Tax/Assessment/Fee**

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

### **Processing/Convenience Fees**

This is a surcharge or premium placed on DPR phone-in registration, electronic transfers of funds, automatic payments, or other conveniences.

### **Self-Insurance Surcharge**

Some agencies have added a surcharge on every transaction, admission, or registration to generate a self-insured liability fund.

### **Development Surcharge/Fee**

Some agencies have added a surcharge on every transaction, admission, or registration to generate an improvement or development fund.

## ***Contractual Services***

### **Private Concessionaires**

Contracts with private sector concessionaires provide resources to operate desirable DPR recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to DPR.

### **Concession Management**

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. DPR can contract for the service and either receive a percentage of the gross sales or the net revenue dollars from the profits after expenses are paid. Net proceeds are generally more difficult to monitor.

### **Merchandising Sales or Services**

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales.

### **Cell Towers and Wi-Fi**

Cell towers attached to existing or new light poles in game field complexes are another potential source of revenue that DPR may consider. *DPR currently uses this strategy.*

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. They have connected 85 state parks with SBC Communications. For more information, contact California State Parks at [www.parks.ca.gov](http://www.parks.ca.gov).

## ***Permits, Licensing Rights and Use of Collateral Assets***

### **Special Use Permits**

Special permits allow individuals to use specific DPR park property for financial gain. DPR receives either a set amount of money or a percentage of the gross service provided. *DPR currently uses this strategy.*

### **Catering Permits and Services**

This is a license to allow caterers to work in DPR system on a permit basis with a set fee or percentage of food sales returning to DPR. Also, many agencies have their own catering service or authorized provider list and receive a percentage of dollars from the sale of food.

### **Licensing Rights**

This revenue source allows DPR to license its name on all resale items that private or public vendors use when they sell clothing or other items with DPR's name on it. The normal licensing fee is 6 to 10% of the cost of the resale item.

### **Sale of Development Rights**

Some agencies sell their development rights below park ground or along trails to utility companies. DPR would receive a yearly fee on a linear foot basis.

### **Surplus Sale of Equipment by Auction**

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

### **Private Developers**

Developers may lease space from DPR owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

### **Land Swaps**

DPR may trade property to improve access or protection of resources. This could include a property gain by DPR for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve their profitability. DPR would typically gain more property for more recreation opportunities in exchange for the land swap.

### **Leasebacks on Recreational Facilities**

Many agencies do not have enough capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. DPR would then lease the property back from the investor over 20+ years. This can be reversed where by DPR builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

### **Subordinate Easements – Recreation/Natural Area Easements**

This revenue source is available when DPR allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is allocated to DPR on an annual basis.

### **Agricultural Leases**

In some agency parks, low land property along rivers, or excess land may be leased to farmers for crops. DPR uses this strategy and payment is based on a market lease value.

### **Sale of Mineral Rights**

Many agencies sell mineral rights under parks, including water, oil, natural gas, and other by products, for revenue purposes.

### **Booth Lease Space**

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments. *DPR currently uses this strategy.*

### **Manufacturing Product Testing and Display**

This is where DPR works with specific manufacturers to test their products in parks, recreation facility, or in a program or service. DPR tests the product under normal conditions and reports the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed & fertilizers, etc. DPR may receive the product for free but must pay for the costs of installation and for tracking results.

### **Recycling Centers**

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

### **Film Rights**

Many agencies issue permits so that sites such as old ballparks or unique grounds may be used by film commissions. The film commission pays a daily fee for the site plus the loss of revenue DPR would incur during use of the community space. *DPR currently uses this strategy.*

### **Rentals of Houses and Buildings by Private Citizens**

Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

### ***Enterprise Funds***

Some agencies establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

### ***Funding Resources and Other Options***

Many federal and state taxation resources, programs, and grants are used by DPR or may be available. See **Appendix E** for details.

### **Land Trusts**

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future DPR lands.

### **Positive Cash Flow**

Depending on how aggressively DPR incorporates marketing and management strategies, there may be a positive fund balance at the end of each year, especially if a new premier splash park, dog park, or sports complex is built. While current facilities, projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for DPR recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities. It is suggested that DPR be challenged to generate a fund balance and it not be returned to DPR's general fund.

### **Cost Avoidance**

DPR must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, DPR may experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility.

**THIS PAGE INTENTIONALLY LEFT BLANK**

# Cost Saving Measures, “Greening” Practices, and Strategic Initiatives

## **DPR and the County’s Commitment**

Board of Supervisors (BOS) Policy G-15 refers to several strategic goals from the County of San Diego Strategic Energy Plan 2009-2012 - Part A: County Government Energy Strategy.

- Strategic Goal # 1 – Improve Energy Efficiency and Utilization of Existing Facilities
- Strategic Goal #2 – Improve Energy Efficiency of New Construction and Major Renovations for County Facilities
- Strategic Goal #4 – Increase County’s Use of Renewable Energy
- Strategic Goal #6 – Monitor and Report Building Systems Performance

**The County is committed to green and sustainable practices as evidenced by the following passages from the October 20, 2009 BOS agenda regarding Project Green: Protecting our Natural and Fiscal Resources:**

*“The County of San Diego takes seriously its leadership role in protecting the region’s environmental resources. We are equally committed to the responsible stewardship of public assets and ever mindful of our fiscal responsibility to our constituents. From recycling, to energy and water savings, to the most efficient use of information technology, the County works to ensure environmentally responsible action, while maximizing taxpayer dollars.*

*We incorporate best green practices in County programs and focus on the triple bottom line - economic, environmental and social impacts - in decision making. Most importantly, we lead by example, incorporating these practices in County planning, building design, policies, and operations.*

*The County of San Diego takes seriously its responsibility to ensure, through policies and actions, that it meets the County’s current needs without compromising the ability to meet future needs. Focusing on economic, environmental, and social impacts in decision making, we incorporate sustainable, best business practices in County programs. By applying these rigorous standards, the County protects ever-decreasing natural and fiscal resources.*

*Most notably, we lead by example, and encourage residents to partner with us in “greening” our county. Through incentives, education, increased online services and other methods, residents are responding to the challenge by taking action.*

*Through effective, sustainable strategies for facilities design and management; resource reduction; recycling various materials, such as tires, paper, and aluminum cans; and smart utilization of information technology, the County efficiently uses taxpayer dollars each year while building strong, healthy communities.”*

## ***Cost Saving Ideas***

Implement the Cost Savings ideas created by the staff team:

- Bulk purchasing
- Adopt -a-trail/park program
- Re-negotiate contracts

## ***More Cost Saving Ideas***

### ***“Grow Not Mow”***

In the April 2010 issue of *Recreation Management* magazine, the Genesee County Parks and Recreation Commission in Flint, Michigan discussed several small cost saving measures which added up to over \$167,000 in ten months. One such strategy was “Grow Not Mow” where the natural features of their 11,000 acres of parkland were enhanced. This practice reduced the required mowing where possible and included more wild flowers, native grasses, and increase in wildlife.

### **Change Maintenance Standards/Practices**

- DPR could add one extra day onto the mowing schedule.

## **Greening Trends – Rooftop Gardens and Park Structures**

Rooftop gardens (both public and private) create respites in a densely built environment and help reduce the urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages (e.g., Millennium Park and Soldier Field Stadium/Burnham Park re-design in Chicago ) and other structures (such as Freeway Park in Seattle, built in the 1970’s).

**DPR Could Research Roof Top Gardens on Facilities.**

## ***Green Ideas***

Implement the Green Practices ideas created by the DPR staff team:

- Light, water, and motion sensors
- Energy audits
- Update to energy efficient ballasts, motors, appliances
- Electric and hybrid vehicles
- “Pack It Out” trash program
- Greywater
- Solar and wind energy

## ***Suggested DPR Green Practices Implementation Plan***

Many agencies miss the easiest green practices to implement into their everyday operating procedures and policies. Suggested green practices include administrative procedures, best operating standards, and sustainable stewardship performance measures. DPR is committed to leading by example and most of the industry best practices outlined below are currently and successfully employed by DPR.

Focus Area	Action Step
Administrative	Recycle Office Trash
	Go Paperless
	Conserve Resources
	Flex Scheduling
	Virtual Meetings
Operating Standards	Preventative Maintenance
	Reduce Driving
	Eliminate Environmentally Negative Chemicals and Materials
	Green Purchasing Policies
	LEED® Design
Sustainable Stewardship	Re-analyze and Revised Practices and Standards
	Monitor and Report Results
	Lead by Example
	Incorporate Principles in all Park and Recreation Services
	Seek Available Grant Funding and Initiative Awards

### ***Green Resources, Practices, and Strategic Initiatives***

Many Green Resources, Green Practices Grants, Strategic Initiatives, and Partnerships are used by DPR or may be available. See **Appendix E** for details.

**THIS PAGE INTENTIONALLY LEFT BLANK**

# Benchmark Results

## *Introduction*

Benchmarking is an important tool that compares certain attributes of the County's management of public spaces with similar communities. It is very difficult to find exact comparable communities, because each has its own unique identity, its own way of conducting business, and differences in the population that it serves. DPR staff identified three focus areas for a fees comparison analysis:

- Ballfields
- Camping
- Regional Parks

For this Study, benchmarking data was collected from comparable counties throughout the state. Communities were primarily chosen due to demographic make-up and perceived similarities to the County of San Diego. DPR staff selected 14 agencies to contact. Some of those only managed one or two of the focus areas, while two managed all three areas. Of the 14, eight responded. Below are the agencies that were contacted, and those that responded are listed in bold.

- **Los Angeles County**
- **Orange County**
- **Riverside County**
- San Bernardino County
- Santa Clara County
- Alameda County – No camping, no ballfields
- Sacramento County – No camping, no ballfields
- **Contra Costa County**
- **Fresno County**
- **Ventura County**
- Kern County
- Sonoma County
- **Monterey County**
- **Santa Barbara County**

To supplement the lack of response, GreenPlay sought the same information from the following four agencies based on recommendations from DPR staff, but they also did not respond.

- East Bay Regional Parks
- City of Roseville
- City of Elk Grove
- City of Sacramento

It is important to keep in mind that organizations do not typically break down the expenditures of parks, trails, facilities, and maintenance in the same way. Agencies also vary in terms of how they organize their budget information, and it is sometimes difficult to assess whether or not the past year's expenses are typical for the community. Therefore, the benchmarking information presented here should be used as a catalyst for DPR to continue to research using industry best practices for more specific areas when they are needed. See **Appendix F** for the Comparative Analysis Criteria recommended by GreenPlay.

## **Benchmarking Data Sought**

A questionnaire was created for each of the focus areas and was sent separately to the contact person. If the same contact person was responsible for more than one focus area, they were sent all of the appropriate questionnaires. Requested benchmarking data by topic area is listed below:

### **Ballfields**

- 2010 operating budget for ballfields
- Revenue from fees and charges
- Features and amenities
- Volunteer hours

### **Camping**

- 2010 operating budget for camping
- Revenue from fees and charges
- Total acreage
- Concession services

### **Regional Parks**

- 2010 operating budget for regional parks
- Regional park maintenance costs annually (FY 10)
- Revenue from fees and charges
- Merchandise sales operations
- Concessions and vending operations
- Park features and amenities

While the benchmarking results shows rankings and comparable data, operations are different among each community; there are nuances that make each county different. For example, some agencies provide in-house services while others use contractual services. The total number of FTEs may vary depending upon how an organization is operated.

## Analysis of Benchmarking

When analyzing agencies' fees and charges, two factors that can make a difference in operations are population and median income. The responding agencies are represented in **Table 1** and are ranked according to population served. Of the counties that responded, San Diego has the second largest population, followed closely by Orange County. Median income for San Diego is over \$20,000 less than Orange County. Closer comparisons for median income are Santa Barbara County and Monterey County.

**Table 1: Population and Median Household Income**

County	Population	Median Household Income
Los Angeles	10,393,185	\$54,828
<b>San Diego</b>	<b>3,173,407</b>	<b>\$62,901</b>
Orange	3,139,017	\$83,338
Riverside	2,107,653	\$58,155
Contra Costa	1,060,435	\$77,838
Fresno	942,298	\$46,230
Ventura	836,080	\$74,828
Santa Barbara	431,892	\$59,350
Monterey County	404,922	\$59,693

*Source: Population data was provided by the County, based on CSAC estimates  
US Census was used for Median Household Income.*

**Population for the County of San Diego is the second highest of responding counties, (3,173,407).**  
The median household income for the County is the fourth highest of the respondent communities (\$62,901).

## Benchmarking Highlights

The County of San Diego is a unique community that manages all three of the focus areas: ballfields, campgrounds, and regional parks. Data was sought from comparable agencies selected by DPR. However, when the analyses were performed, managerial and operational differences set the identified communities apart.

A challenge was ensuring that the agencies contacted would return the information in the scheduled timeframe. Several extensions were provided to obtain additional information from local agencies and alternative providers, and to allow for continued contact with county agencies. Every effort was made to obtain accurate information. In many instances, comparable data was not tracked by the agency or it was unavailable.

It is more important for the County of San Diego to set its own cost recovery targets and determine the level of service that is acceptable within the community. DPR can then benchmark its performance against itself over time, rather than with other communities, in order to maintain a high level of resident satisfaction.

The details of the benchmarking results have been provided to DPR in a staff level document.

Following is a summary of key findings in the comparative data analysis.

- The County ranks third in camping acreage, with 208 acres in 6,500 acres of regional parks.
- The County's campground operating expense budget ranks third highest out of four reporting counties at \$3.4 million.
- The County's campground revenue (\$1.8 million) ranks fourth highest, or right in the middle in the amount generated from fees and charges of the agencies that reported.
- The County is at the low end (\$3.6 million) of the participating agencies in the regional parks benchmark that reported operational budgets. Orange County is at the high end at \$91 million including their harbor operation. Regional park operating budgets are difficult to compare based on acreage as maintenance standards, park features and amenities differ.
- Five counties reported 2010 annual revenue for regional parks: Orange County at \$11,500,000; Ventura at \$2,943,601; followed by Riverside County reported \$2,609,345; Santa Barbara at \$1,169,541; and finally the County of San Diego with \$404,000.

# Survey Results and Future Service

## ***Introduction and Methodology***

The consultant used the services of RRC Associates, Inc., a nationally recognized firm with research and community planning experts, focused on *Design, Implementation, and Analysis of the Survey Instruments*. RRC has substantial experience in designing surveys specifically for recreation programming services and indoor facilities, open space, parks, trails, and other recreation issues that are effective and representative of the users and non-users.

As part of the quantitative assessment for public demand for service, RRC conducted a statistically-valid survey. While stakeholder meetings, focus groups, and public meetings allow us to draw in interested parties and users, a statistically-valid survey is the only defensible mechanism that allows us to hear from the NON-USERS, who are still most likely taxpayers.

The survey was conducted primarily through a mail-back approach, and supplemented with a password-protected online version of the survey as well as an open-link web version.

Approximately 7,500 surveys were mailed to a random sample of County residents on September 15, 2010, with 7,216 being delivered after subtracting undeliverable mail. The mailing list of 7,500 was comprised of 1,250 households randomly selected from each of the County's six Service Areas (North County Coastal, North County Inland, Central, Central Inland, East County, and South Bay), excluding PO boxes. Also excluded from the mailing were ZIP codes which entirely encompass military bases, universities, and hospitals as these entities typically provide their own recreation amenities for residents.

To increase participation, follow-up postcards were sent to 2,500 non-respondents approximately three weeks after the initial mailing reminding them to complete the survey they received and directing them to the password-protected online survey (postcard included their unique household password). A Spanish version of the survey was also made available to respondents. The cover letter included with the initial survey mailing provided respondents with a phone number to call to request a Spanish paper survey, in addition to the survey website which had a link to a Spanish version of the online survey.

Sample response size for the statistically valid survey is 501, resulting in a response rate of seven percent and having a margin of error of approximately +/- 4.4 percentage points calculated for questions at 50 percent response<sup>4</sup>.

---

<sup>4</sup> For the total sample size of 501, margin of error is +/- 4.4 percent calculated for questions at 50% response (if the response for a particular question is "50%"—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of data quality solutions with emphasis on U.S., Canadian, and international address and phone verification and postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

Note that the resultant database of random sample responses is weighted by age of respondent, ethnicity, and sub area population to ensure appropriate representation of County residents across different demographic cohorts in the overall sample.

Additionally, as noted, an open-link version of the online questionnaire was made available to persons who did not receive one by invitation in the mail. A total of 831 responses were gathered from the open-link version. As responses to the open-link version of the questionnaire are “self-selected” and not a part of the randomly selected sample of residents, results from the open-link questionnaire are kept separate from the mail and invitation web versions of the survey for the overall analysis. The discussion and graphic illustrations of “overall” results that follow focus on the invitation/random sample respondents. While the “overall” data represents responses from the random sample survey only, and therefore is considered statistically valid and representative, data shown by sub-area includes responses from the open-link web survey in addition to the random sample responses.

## ***Service Areas***

Six geographic service areas were selected by DPR to provide for more in-depth sub-area analysis.

- North County Coastal
- North County Inland
- East County
- Central County
- Central County Inland
- South Bay

## ***Resident Profile***

Based on current US Census data of the adult population (over 19 years old) for San Diego County, the age profile of residents is distributed as follows (which is, in part, the basis for the weighting of the survey data): 32 percent are under 35 years old, 19 percent between 35 and 44 years, 19 percent between 45 and 54 years, 14 percent between 55 and 64 years, and 16 percent 65 years or over. Sixty-three (63) percent are Caucasian, 11 percent Asian, Asian Indian, or Pacific Islander, 5 percent African American, 5 percent multi-ethnic, 1 percent Native American, and 15 percent identified themselves as an “other” ethnicity. Overall, 32 percent of respondents identified themselves as Hispanic, Latino, or Spanish.

Location of residency within the County’s six sub areas was also used as a basis for weighting of the overall data. Approximately 34 percent of respondents live in the Central sub area, 21 percent in South Bay, 17 percent in North County Inland, 15 percent in North County Coastal, 10 percent in Central Inland, and 3 percent in East County.

As shown in the report (see **Appendix H** for survey results and maps of responses):

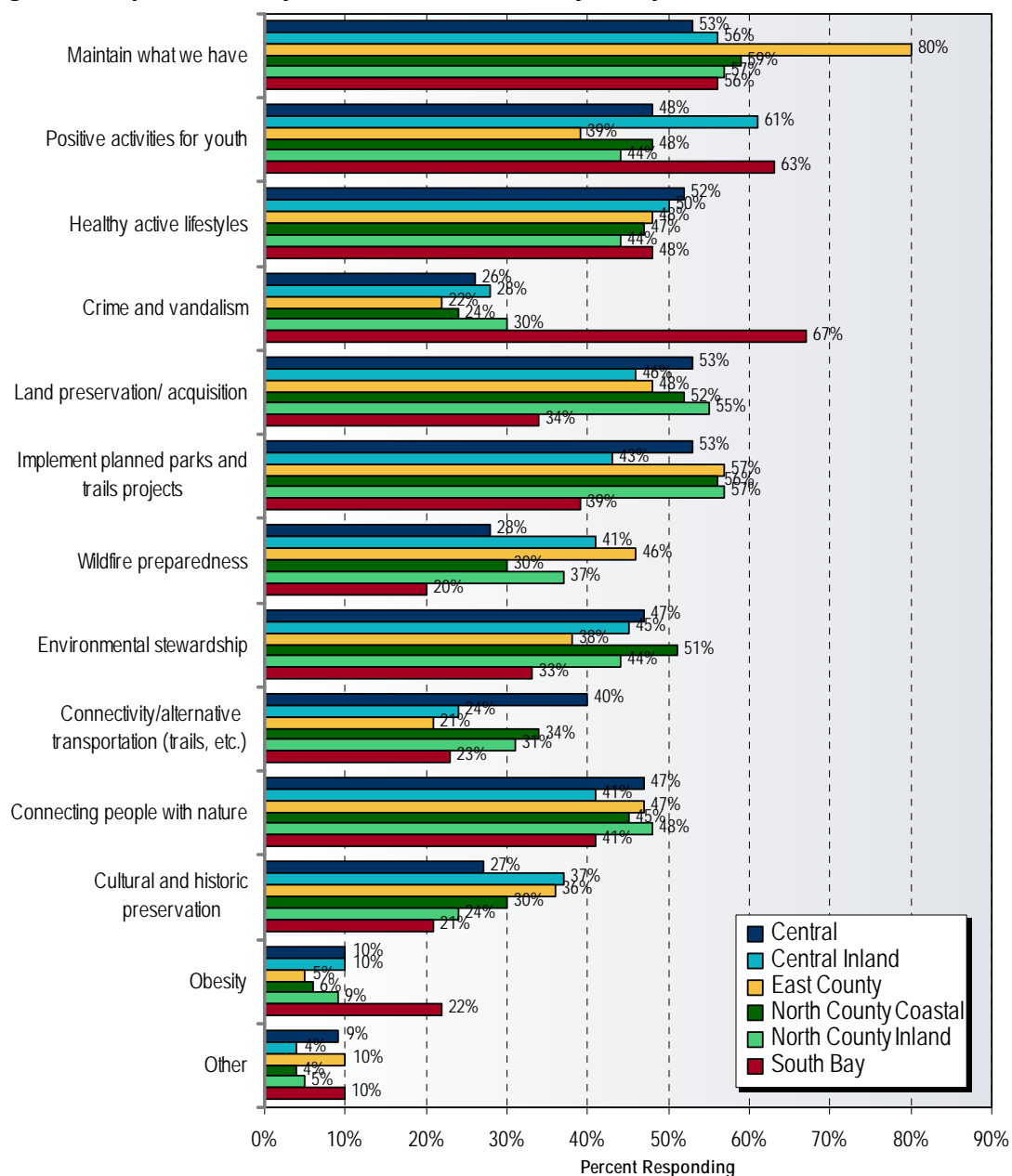
- 49% of responding households are singles or couples with children at home.
- 22% are households with children no longer living at home.
- 18% couples without children.
- 10% singles without children.
- 39% of respondents have two people living in the household, with an average household size of 2.7 people.
- 37% of responding households had annual incomes of \$100,000 or greater.
- 35% were between \$50,000 and \$99,999.
- 27% were less than \$50,000.
- 56% of respondents have lived in their home area in San Diego County for more than 20 years with an average length of residency just over 25 years.

## ***Key Results***

The survey divided the County into six geographically similar study areas. DPR mapped the results of key survey questions. One series of questions allowed DPR to look at the needs of each of the six study areas as strategic targeted initiatives in the future, as funds allow. These helped develop the recommendations for the Future Growth theme.

Respondents were asked to indicate the top five community issues or problems they felt parks and recreation services should focus on positively impacting. **Figure 1** shows the top community issues or problems that DPR should focus on positively impacting by the six study sub-areas.

**Figure 1: Top Community Issues or Problems – by Study Sub-Area**



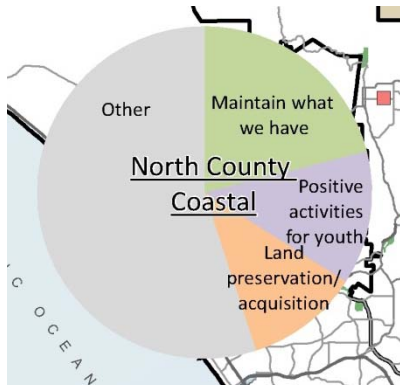
The following analysis details funding tolerances and priority issues for each of the six study areas.

### North County Coastal

Thirty-four (34) percent of North County Coastal respondents indicated that they would support fee increases, 27 percent said that they may support, and 40 percent would not. Regarding a dedicated funding district, 57 percent of the respondents indicated that they will support fee increases, 14 percent said that they may support, and 29 percent would not.

The cumulative ranking to the question of the top five most important issues for the North County Coastal respondents showed:

- “maintain what we have” – 59%
- “implement planned parks and trails projects” – 56%
- “land preservation/acquisition” – 52%
- “environmental stewardship” – 51%
- “positive activities for youth” – 48%
- “healthy active lifestyles” – 47%
- While “crime and vandalism” was 24%



The cumulative rankings of the top five issues can then be compared and contrasted with the results of the answers of the five highest ranking “most important issues” for the North County Coastal respondents were:

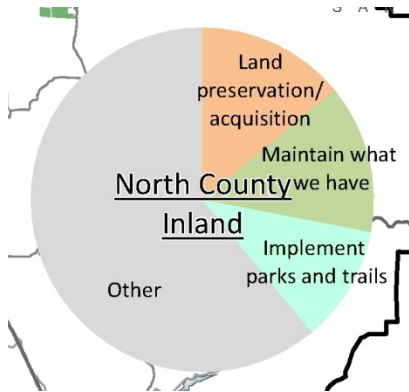
- “maintain what we have” – 21%
- “positive activities for youth” – 13%
- “land preservation/acquisition” – 11%
- “healthy active lifestyles” – 10%
- “implement planned parks and trails projects” – 9%

### North County Inland

Twenty-two (22) percent of North County Inland respondents indicated that they would support fee increases, 42 percent said they may support, and 36 percent would not. Regarding a dedicated funding district, 42 percent of the respondents indicated that they will support fee increases, 33 percent said that they may support, and 25 percent would not.

The cumulative ranking to the question of the top five most important issues for the North County Inland respondents showed:

- “maintain what we have” – 57%
- “implement planned parks and trails projects” – 57%
- “land preservation/acquisition” – 55%
- “connecting people with nature” – 48%
- “environmental stewardship,” “positive activities for youth,” and “healthy active lifestyles” – tied at 44%
- While “wildfire preparedness” was 37%, and “crime and vandalism” was 30%



The cumulative rankings of the top five issues can then be compared and contrasted with the results of the answers of the five highest ranking “most important issues” for the North County Inland respondents were:

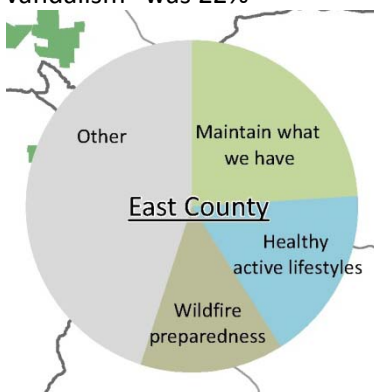
- “maintain what we have” – 14% tied
- “land preservation/acquisition” – 14% tied
- “implement parks and trails” – 11%
- “healthy active lifestyles” – 10% tied
- “environmental stewardship” – 10% tied

### East County

Seventeen (17) percent of East County respondents indicated that they would support fee increases, 35 percent said that they may support, and 48 percent would not. Regarding a dedicated funding district, 37 percent of the respondents indicated that they will support fee increases, 35 percent said that they may support, and 28 percent would not.

The cumulative ranking to the question of the top five most important issues for the East County respondents showed:

- “maintain what we have” – 80%
- “implement planned parks and trails projects” – 57%
- “healthy active lifestyles” – 48%
- “land preservation/acquisition” – 48%
- “connecting people with nature” – 47%
- “wildfire preparedness” – 46%
- While “positive activities for youth” was 39%, “environmental stewardship” was 38%, and “crime and vandalism” was 22%



The cumulative rankings of the top five issues can then be compared and contrasted with the results of the answers of the five highest ranking “most important issues” for the East County respondents were:

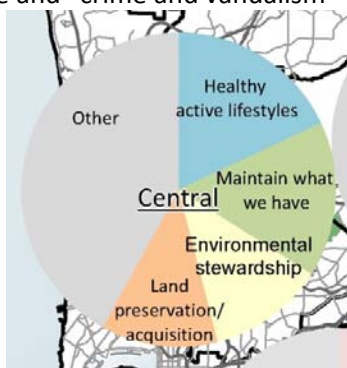
- “maintain what we have” – 24%
- “healthy active lifestyles” – 17%
- “wildlife preparedness” – 14%
- “positive activities for youth” – 10%
- “environmental stewardship” – 9%

## Central County

Thirty (30) percent of Central County respondents indicated that they would support fee increases, 45 percent said that they may support, and 25 percent would not. Regarding a dedicated funding district, 39 percent of the respondents indicated that they will support fee increases, 47 percent said that they may support, and 14 percent would not.

The cumulative ranking to the question of the top five most important issues for the Central County respondents showed:

- “maintain what we have,” “land preservation/acquisition,” and “implement planned parks and trails projects” – tied at 53%
- “healthy active lifestyles” – 52%
- “positive activities for youth” – 48%
- “environmental stewardship” and “connecting people with nature” – 47%,
- “connectivity/alternative transportation (trails, etc.)” – 40%
- While and “crime and vandalism” was 26%



The cumulative rankings of the top five issues can then be compared and contrasted with the results of the answers of the five highest ranking “most important issues” for the Central County respondents were:

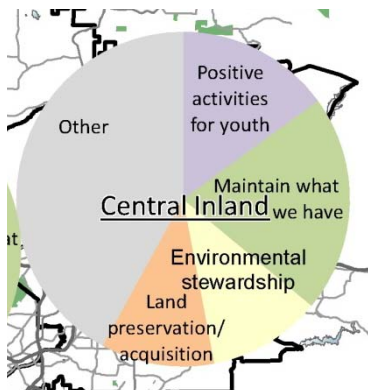
- “healthy active lifestyles” – 18%
- “maintain what we have” – 16%
- “environmental stewardship” – 12% tied
- “land preservation/acquisition” – 12% tied
- “crime and vandalism” – 10%

## Central County Inland

Twenty-two (22) percent of Central County Inland respondents indicated that they would support fee increases, 41 percent said that they may support, and 37 percent would not. Regarding a dedicated funding district, 28 percent of the respondents indicated that they will support fee increases, 50 percent said that they may support, and 22 percent would not.

The cumulative ranking to the question of the top five most important issues for the Central County Inland respondents showed:

- “positive activities for youth” – 61%
- “maintain what we have” – 56%
- “healthy active lifestyles” – 50%
- “land preservation/acquisition” – 46%
- “environmental stewardship” – 45%
- “implement planned parks and trails projects” – 43%
- While and “crime and vandalism” was 28%



The cumulative rankings of the top five issues can then be compared and contrasted with the results of the answers of the five highest ranking “most important issues” for the Central County Inland respondents were:

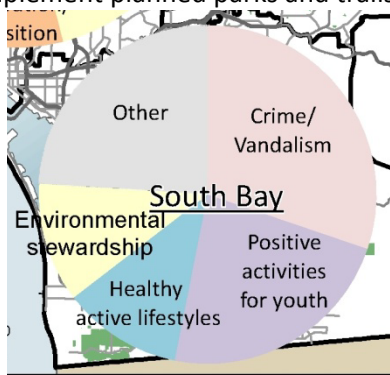
- “maintain what we have” – 21%
- “positive activities for youth” – 15%
- “environmental stewardship” – 11% tied
- “land preservation/acquisition” – 11% tied
- “crime and vandalism” – 9%

### South Bay County

Seventeen (17) percent of South Bay County respondents indicated that they would support fee increases, 27 percent said that they may support, and 56 percent would not. Regarding a dedicated funding district, 50 percent of the respondents indicated that they will support fee increases, 32 percent said that they may support, and 18 percent would not.

The cumulative ranking to the question of the top five most important issues for the South Bay County respondents showed:

- “crime and vandalism” – 67%
- “positive activities for youth” – 63%
- “maintain what we have” – 56%
- “healthy active lifestyles” – 48%
- “connecting people with nature” – 41%
- “implement planned parks and trails projects” – 39%



The cumulative rankings of the top five issues can then be compared and contrasted with the results of the answers of the five highest ranking “most important issues” for the South Bay County Inland respondents were:

- “crime and vandalism” – 29%
- “positive activities for youth” – 22%
- “healthy lifestyles” – 11% tied
- “environmental stewardship” – 11% tied
- “maintain what we have” – 9%

# Implementing the Cost Recovery, Resource Allocation and Revenue Enhancement Plan

The Government Finance Officers Association<sup>5</sup> details primary implementation steps to financial recovery which includes “first aid” measures like revenue audits, exploring fees for service, and improving billing and collections. While at the same time, agencies should improve management practices, evaluate labor resources and structures, and know and manage the cost of services.

DPR’s Cost Recovery, Resource Allocation and Revenue Enhancement Plan will act as an internal work and strategic plan spanning a multi-year period. The Plan will be the implementation catalyst for the Resource Allocation and Core Service Model.

This DPR action plan includes the establishment of broad-based goals and subsequent, measurable objectives. Derived from each goal are objectives that lead to the accomplishment of the goal. All action steps detailed are intended to be immediate and ongoing or short-term (1-2 years), while the goals and objectives will span the longer-term (3-5 years and beyond) multiple budget cycles with new action steps and timelines as these are achieved.

This plan outlines service planning and operational efforts intended to move DPR forward in a logical and organized way while maintaining connectivity to the previous steps in the Resource Allocation and Core Services Model development process. The following outlines the Action Plan’s components.

Goals are broad-based statements of intent that are singularly focused, and correlate directly to the various components of the Cost Recovery, Resource Allocation and Revenue Enhancement Plan. Department Goals reflect overall DPR administration and operations while Service Goals are specific to the provision of DPR services (programs, facilities, and land asset provision). Therefore, department goals support service goal efforts.

Planning Objectives are attainable milestones that lead to the accomplishment of department and service goals. They are specific, measurable, realistic, and have the ability to be tracked. They should include: 1) the responsible staff member or staff team, 2) the action(s) that must take place, 3) how the action(s) will be accomplished, and 4) the degree to which they will be accomplished (by when or to what level of improvement).

Many of the Service Goals and subsequent Planning Objectives were derived from the Service Assessment that reviewed all of the services offered by DPR including activities, facilities, and parklands. This assessment led to the development of DPR’s Service Portfolio (**Appendix G**). Results indicate whether the service is “core to DPR’s values and vision” and provides recommended provision strategies that can include, but are not limited to, enhancement of service, divestment or reduction of service, collaboration, or aggressive competition.

---

<sup>5</sup> [www.gfoa.org](http://www.gfoa.org)

**THIS PAGE INTENTIONALLY LEFT BLANK**

# Pricing 101: Developing a Pricing Strategy

As the final step in the development of the Cost Recovery, Resource Allocation and Revenue Enhancement Plan, a high-level pricing discussion was introduced for all DPR staff. This discussion should continue in the future, and the following topic areas should be included and applied:

## 1. Understanding financial trends

The increasing complexity and resulting shifts of our society's economy have led to what can be deemed as constant fiscal change in government. Public sector administrators and managers must be prepared to respond to the fiscal realities that have resulted from these economic shifts. Trends that impact fiscal and pricing decisions include:

- Increased governmental accountability
- Increased demand for people's "leisure dollar"
- On-going or increased demand for services with no/limited additional funding, or decreased funding
- Disinterest in service reductions or increased fees and charges
- Increased operating expenses (e.g., utilities, fuel, personnel, supplies)

## 2. Understanding DPR's budget process and fiscal year cycle

Budgets are viewed as annual financial plans and include planning and forecasting, establishing priorities, and a way to monitor fiscal process. This overview allows for an abbreviated look at DPR's process and how it impacts and is impacted by pricing.

## 3. Understanding the costs of service provision

Prior to making pricing decisions, it is important to understand the different types of service provision costs. Having a grounded knowledge of the various types of costs allows DPR staff to make better informed pricing decisions. The different types of service provision costs are as follows:

- Direct costs
  - Fixed costs
  - Changing fixed costs
  - Variable costs
- Indirect Costs

Refer to **Appendix A** where the DPR definitions are found.

## 4. Understanding the purpose of pricing

There are many reasons to develop service fees and charges. These include, but are not limited to, the following:

- Recover costs
- Create new resources
- Establish value
- Influence behavior
- Promote efficiency

**5. Pricing strategies - differential pricing**

Differential pricing is grounded in the notion that different fees are charged for the same service when there is no real difference in the cost of providing the service. There may be many reasons DPR may wish to consider this pricing strategy including:

- To stimulate demand for a service during a specified time
- To reach underserved populations
- To shift demand to another place, date, or time

**6. Alternative funding sources**

In general, there has been a decrease in the amount of tax support available to public parks and recreation departments across the nation, including DPR. As such, the need to look at alternative funding sources as a way to financially support services has become commonplace. Alternative funding sources are vast and can include:

- Gifts
- Grants
- Donations
- Sponsorships
- Collaborations
- Volunteer contributions

**7. Examining the psychological dimensions of pricing**

In addition to the social and environmental issues that surround pricing, the human elements of pricing must be considered. Regardless of how logical a price may seem, customer reactions and responses are their own and can be vastly different than what one might expect. The psychological dimensions of pricing include:

- Protection of self-esteem (pricing in such a way as to not offend certain users)
- Price-quality relationship (value received for every dollar spent)
- Establishing a reference point (worth of service in comparison to others)
- Objective price (price has a basis in fact, is real and impartial)
- Subjective price (price is not biased or prejudiced)
- Consistency of image (perception of the brand and identification with product or service)
- Odd pricing (perception of arbitrary or incongruent pricing)

**8. Establishing initial price**

Establishing an actual price for a program can be based upon a variety of strategies. Arbitrary pricing is not encouraged as it is impossible to justify; however, those strategies include:

- Arbitrary pricing: a fee based on a general provision such as raising all fees \$.25 to meet budget goals – ignores market conditions and cost recovery goals.
- Market pricing: a fee based on demand for a service or facility or what the target market is willing to pay for a service. The private and commercial sectors commonly use this strategy. One consideration for establishing a market rate fee is determined by identifying all providers of an identical service (i.e. private sector providers, municipalities, etc.), and setting the highest fee. Another consideration is setting the fee at the highest level the market will bear.

- Competitive pricing: a fee based on what similar service providers or close proximity competitors are charging for services. One consideration for establishing a competitive fee is determined by identifying all providers of an identical service (i.e. private sector providers, municipalities, etc.), and setting the mid-point or lowest fee.
- Cost recovery pricing: a fee based on cost recovery goals within market pricing ranges.

## 9. **Understanding price revisions**

Once a price is established, there may be the need to periodically review the price and examine the need for revision. In some cases, “revised” may be viewed as “increased”; therefore, a systematic approach to pricing revision is important. Factors to consider in pricing revision include:

- Customer tolerance: the degree to which small increases in price will not encounter client resistance.
- Adjustment period: the period of time where the value of the service is assessed by the customer in relation to the price increase. The value of the service from the customer’s perspective must meet or exceed the impact of the increased cost. Adjustment periods may lead to diminished participation or termination of participation altogether based upon customer loyalty and other factors.
- Customers’ perceived value of the service: the degree to which services including programs, facilities, and parks impact the public (individual and community), or in other words, the results or outcomes of services. Value is the judgment or perception of worth or the degree of usefulness or importance placed on a service *by personal opinion*. The intent or intention of a service is the purpose, aim, or end.

## 10. **The pricing process – developing a method**

DPR staff participating in the series of resource allocation workshops engaged in interactive cost identification and pricing exercises that applied the cost recovery goals of their respective service areas. The workshops prompted discussion leading to recommended changes to selected current pricing practices with the intention of attaining recommended cost recovery and subsidy allocation goals and establishing a new method for setting fees and charges. This method is based upon using cost recovery goals as a primary pricing strategy, followed by either market pricing (for services with low alternative coverage – few if any alternative providers) or competitive pricing (for services with high alternative coverage – other alternative providers offer similar or like services). These recommended pricing strategies are detailed in DPR’s Service Portfolio document.

## **Comparative Analysis Criteria**

As part of a pricing methodology, comparative analysis of differing fees structures can reveal market rates and competitive pricing in the market place. Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of the DPR’s management practices and fee structure. This process creates deeper understanding of alternative providers, your place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation. The suggested criteria are found in **Appendix F**.

**THIS PAGE INTENTIONALLY LEFT BLANK**

## Conclusion and Recommendations

The primary goal of DPR **Cost Recovery, Resource Allocation and Revenue Enhancement Plan** is to establish organizational sustainability through a logical and thoughtful philosophy that supports the core values, project vision, mission of DPR, and its community.

As a result of the comprehensive study process and impending results as illustrated in the Service Portfolio (**Appendix G**), DPR will begin the process of implementing service provision strategies and align financial resource allocation with newly developed cost recovery goals. These efforts are intended to guide goals and objectives, and the decision-making process to create service sustainability for DPR.

The goals, objectives, and action steps detailed in the plan reflect the County of San Diego issues, priorities, unmet needs, and creative ideas identified through extensive public engagement and staff involvement. Those ideas that were consistently and frequently expressed were included in the recommendations.

### ***The Resulting Policy Statement is the Service Portfolio***

The recommended policy for core services and financial resource allocation, cost recovery, and pricing for DPR services is detailed in the Service Portfolio (**Appendix G**). The portfolio summarizes the cumulative results from all of the work and connects recommended provision and pricing strategies to DPR cost recovery goals. This entire document, along with the services portfolio and the pyramid model should be considered the culminating policy documents for the County Board of Supervisors' consideration.

**THIS PAGE INTENTIONALLY LEFT BLANK**

# Goals, Objective, and Action Items

## Context

### Goals

Goals are clear general statements about what DPR intends to accomplish and must be connected to the mission, vision, and values of DPR. They are broad statements of intent that typically require several objectives to accomplish.

### Objectives

Objectives are specific operational statements that detail desired accomplishments, and provide a basis for evaluation of goal progress. They are “SMART” (specific, measurable, attainable, realistic, and trackable) and address the “ABCDs.”

- **Audience**-who will do the behavior? (be specific)  
*Sports staff...*
- **Behavior**-what will they be doing? (one action per behavior)  
*Recreation staff **will research trends in youth baseball participation nationwide since 2005...***
- **Condition**-how will the behavior be accomplished? (describe behavior in specific terms)  
*Recreation staff will research trends in youth baseball participation nationwide since 2005 **by contacting the National Baseball Association ...***
- **Degree**-how well or by when will the behavior be accomplished? (makes the objective measurable; numbers, date, or percentages)  
*Recreation staff will research trends in youth baseball participation nationwide since 2005 **by contacting the National Baseball Association, by no later than end of December 2011.***

### Action Items

Action items/steps connect directly to budget and work plans, and these are the basis for planning, implementation, and decision making.

### Timeline

All action steps detailed are intended to be ongoing or short-term, while the goals and objectives will span both mid-term and longer-term timelines with new action steps as these are achieved.

- Immediate and ongoing
- Short-term (1-2 years)
- Longer-term (3-5 years and beyond).

Note: specific timelines will be developed for Goals, Objectives, and Action Items by DPR using an Objective Matrix provided to DPR as a staff level document.

## ***Broad Vision Themes***

### ***Theme 1: Policy Strategies***

Managing effectively to capitalize on opportunities and communicate consistency.

### ***Theme 2: Service Provision and Management***

Delivering parks and recreation services strategically to meet DPR vision for the future.

### ***Theme 3: Cost Savings – Cost Avoidance Strategies***

Maximizing efficiencies to assure sustainable service delivery.

### ***Theme 4: Cost Recovery Alignment***

Increasing direct cost recovery and focusing taxpayer investment on community benefit.

### ***Theme 5: Revenue Enhancement***

Producing new revenue streams to increase sustainability.

### ***Theme 6: Future Growth***

Planning to proactively respond to the needs of a diverse and growing community.

The Theme and Goal Matrix follows in **Table 3**.

**Table 3: Theme and Goal Matrix**

<b>Theme 1: Policy Strategies</b>	Goal 1 – Explore the possibility of creating a self-sustaining fund.
	Goal 2 – Adopt the Target Tier Minimum Cost Recovery Percentage as the fiscal methodology for budget preparation, the basis for establishing fees, and public accountability.
	Goal 3 – Adopt the Pricing Strategies as the methodology for fee setting by DPR.
	Goal 4 – Implement a Sponsorship Policy.
	Goal 5 – Implement a Partnership Policy.
	Goal 6 – Revise current park designations.
	Goal 7 – Implement a Scholarship or Fee Waiver Policy.
<b>Theme 2: Service Provision and Management</b>	Goal 8 – Implement provision strategies identified through the Service Assessment.
	Goal 9 – Explore a systematic approach to and strategies for advancing or affirming market position for identified services.
	Goal 10 – Continue to explore targeted menus of services that are specific to the unique needs of individual communities throughout the county. (Avoid a “one-size-fits-all” approach.)
<b>Theme 3: Cost Savings – Cost Avoidance Strategies</b>	Goal 11 – Continue to develop a consistent methodology and budget planning approach for service management.
	Goal 12 – Continue to use “greening” practices that align with the County’s Vision and produce cost effective results.
	Goal 13 – Continue to track and communicate cost of major maintenance.
	Goal 14 – Continue to identify and track the value of volunteers as an alternative revenue source and cost savings measure.
<b>Theme 4: Cost Recovery Alignment</b>	Goal 15 – Ensure long term sustainability by focusing taxpayer funding on those services that produce the widest community benefit, using a cost recovery pyramid.
<b>Theme 5: Revenue Enhancement</b>	Goal 16 – Explore alternative funding sources that strategically align with targeted services.
	Goal 17 – Use and mobilize available stakeholder groups for fundraising efforts.
	Goal 18 – Explore the use of additional County Service Areas, landscape maintenance districts, or a county-wide open district as a self-imposed taxation mechanism for development or redevelopment funding.
	Goal 19 – Explore the opportunities for and use of Sponsorships through naming rights.
	Goal 20 – Increase marketing and outreach efforts.
	Goal 21 – Explore the options for “Add-On” experiences to enhance customer experience for which there is a willingness to pay.
<b>Theme 6: Future Growth</b>	Goal 22 – Explore new services based on community input.
	Goal 23 – Continue a variety of community outreach strategies.
	Goal 24 – Pursue collaborations and partnerships.
	Goal 25 – Explore capital development projects which may yield new revenue streams.

*Note: These are not in priority order.*

## **Theme 1: Policy Strategies**

The intent of this theme is to identify policies and procedures to revise or develop which allow staff to achieve Tier Target Minimum (direct) Cost Recovery percentages, maximize revenue generation where appropriate to shift taxpayer investment/subsidy to those areas that are more foundational on the pyramid, and capitalize on effective and efficient functions, all within Board of Supervisor's guidelines and with transparent consistency.

**This Theme encompasses Goals 1 through 7.**

### **Goal 1 – Explore the possibility of creating a self-sustaining fund.**

#### **Objective 1.A.**

DPR will identify selective opportunities for DPR to use or create Self-sustaining Funds or Enterprise Funds as appropriate through Division Chiefs.

##### **Actions:**

- *Consider opportunities to convert self-sustaining programs and services (those that are revenue positive or neutral over direct costs) to a Self-sustaining Fund or Enterprise Fund.*
- *Consider adjusting the direct cost to include a pro-rata administration/support services, facility allocation cost, capital repair, and other appropriate costs to lessen the direct costs of the overall parks and facilities categories of service (Preserves, Developed Local and Regional Parks, Community Centers/Gyms/Teen Centers, and Outdoor Sports Facilities) and Support Services; all of which are highly subsidized categories of service.*

### **Goal 2 – Adopt the Target Tier Minimum Cost Recovery Percentage as the fiscal methodology for budget preparation, the basis for establishing fees, and public accountability.**

#### **Objective 2.A.**

DPR will recommend to the Board of Supervisors to formally accept this plan (**Cost Recovery, Resource Allocation and Revenue Enhancement Plan**) as the foundation for DPR's decision-making.

##### **Actions:**

- *DPR to present the plan at a summer 2011 Board of Supervisors meeting.*
- *Board of Supervisors to formally accept the study and the recommended goals, objectives and action steps.*

### **Goal 3 – Adopt the Pricing Strategies as the methodology for fee setting by DPR.**

#### ***Objective 3.A.***

DPR will recommend to the Board of Supervisors to authorize DPR to set fees using the Pricing Strategies outlined in the Service Portfolios as the foundation for DPR's decision-making, allowing staff to respond to the market conditions, opportunities, and service demands in a timely manner, versus approval of every fee for the next year.

#### **Actions:**

- *DPR to present the study at a summer 2011 Board of Supervisors meeting.*
- *Board of Supervisors to formally accept the study and the recommended goals, objectives, and action steps.*

### **Goal 4 – Implement a Sponsorship Policy.**

#### ***Objective 4.A.***

DPR will develop a comprehensive sponsorship policy for implementation through Recreation and Marketing Division Chiefs. This policy would provide a "menu" to potential donors or sponsors that could offer the sponsorship of the operations of a park/facility, trails, fields, special events, and/or programs provided at one of DPR's sites. This effort can include the "adopting" of a facility or program.

#### **Actions:**

- *Management team to review and customize sample Sponsorship Policy provided by GreenPlay LLC.*
- *Recommended draft policy to Director for approval process.*
- *Use final policy as basis for negotiated sponsorships of selected projects.*
- *Assist DPR's non-profit partner, the San Diego County Parks Society, in developing a similar opportunity through the creation and strengthening of a foundation.*
- *Research using a consultant to identify sponsorship opportunities in the San Diego market.*

### **Goal 5 – Implement a Partnership Policy.**

#### ***Objective 5.A.***

DPR will formalize a partnership policy for implementation through Managers.

#### **Actions:**

- *Management team to review and customize sample Partnership Policy from the sample provided by GreenPlay LLC.*
- *Recommended draft policy to Director for approval process.*
- *Use final policy as basis for negotiated partnerships for selected projects.*

## **Goal 6 – Revise current park designations.**

### ***Objective 6.A.***

DPR will recommend to the Board revising regional versus local park designations, or re-designations of selected areas within regional parks to be classified as local parks to remove restrictions for service offerings and target markets.

#### **Actions:**

- *Identify affected regional parks and select areas for local service delivery.*
- *Evaluate the impact of re-designation.*
- *Revise policies as required.*

### ***Objective 6.B.***

DPR will explore long-term camping.

#### **Actions:**

- *Explore the potential of extending camping stays from the current 21 day limit.*
- *Revise or create policies.*

## **Goal 7 – Implement a Scholarship or Fee Waiver Policy.**

### ***Objective 7.A.***

DPR ensure that services are accessible for those who are socio-economically disadvantaged through all staff.

#### **Actions:**

- *Focus on providing financial support for participation in those categories of service on the Mostly or Considerable Community Benefit, and Balanced Community and Individual Benefit levels of the Pyramid – thus ensuring access for all to those services providing the greatest community benefit.*

#### *Level 1 – Mostly Community Benefit - The Foundational Level of the Pyramid*

- *Preserves*
- *Developed Regional Parks*
- *Developed Local Parks*
- *Rentals – County (for official County business)*
- *Volunteer Program*
- *Inclusion services*

#### *Level 2 – Considerable Community Benefit*

- *Resource Education*
- *Rentals – Social Services*
- *Community Centers/Gyms/Teen Centers*
- *Outdoor Sports Facilities*
- *Special Events*

*Level 3 – Balanced Community/Individual Benefit*

- Youth & Senior Classes, Workshops, and Clinics
- Work Study/Internship/Community Service Program
- Rentals – Government Agencies
- Rentals – Partners
- Long-Term Leases – Partners
- Tournaments and Leagues (County Operated)
- Camps/After School Programs

**Objective 7.B.**

DPR will develop a scholarship policy for implementation through Managers.

**Actions:**

- *Consider what other parks and recreation jurisdictions scholarship or fee reduction/waiver policies are within the region.*
- *Management team to review and customize sample Scholarship/Fee Waiver Policy and criteria from the sample provided by GreenPlay LLC (**Appendix D**).*
- *Recommended draft policy to Director for approval process.*
- *Implement and promote the policy.*
- *Establish an annual fund/allocation for this project.*
- *Track usage.*

**Objective 7.C.**

DPR will explore and pursue potential alternative funding sources to fund the scholarship or fee reduction/waiver program.

**Actions:**

- *Consider creation of a donation and/or an endowment program.*
- *Consider a round-up program as one option (e.g., giving program registrants the opportunity to voluntarily round-up their program or service fee to support the scholarship program or a designated program or service).*
- *Consider creating a “workreation” program (for individuals to use volunteer hours toward payment/credit for future programs for which they would like to participate).*

**Objective 7.D.**

DPR will expand targeted efforts to reach socio-economically disadvantaged populations through recommending strategic initiatives and funding sources.

(For example, outreach efforts could be targeted to socio-economically disadvantaged neighborhoods, lesser achieving school service areas, subsidized housing developments, high-density urban areas, senior housing developments and assisted living facilities, and areas not served by public transportation, etc.).

**Actions:**

- *Research grants to reach these populations.*
- *Pursue cooperative efforts with other agencies.*
- *Pursue reimbursement from other agencies where possible.*
- *Conduct pre and post service/initiative assessments to measure outcomes and sustain funding.*

## **Theme 2: Service Provision and Management**

The intent of this theme is to avoid duplicative services in over-saturated markets which exhaust resources, identify and develop niche markets in response to service area needs, and advance DPR's market position where services are financially sustainable.

**This Theme encompasses Goals 8 through 10.**

### **Goal 8 – Implement provision strategies identified through the Service Assessment.**

*(Note: The following objectives were identified through a comprehensive staff Service Assessment in summer 2010. The Service Assessment tool should be used regularly to align services with evolving community needs, financial and market conditions, etc.)*

#### **Objective 8.A.**

DPR will evaluate alternative provision strategies through market research for identified services. (See **Appendix G** for Service Portfolios identifying all the services recommended for collaborations or complementary development.)

Several services suggest complementary development because a number of, or one, significant alternative provider(s) exists which provide the service. DPR may be in a strong market position to provide the service, yet it does not have financial capacity. "Complementary development" encourages planning efforts that lead to complementary service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number of or similar services of alternative providers, demand and need exists justifying the service's continued place in the market.

Several of the services at selected locations suggest collaboration because the service can be enhanced or improved through the development of a collaborative effort as DPR's current market position is weak. Collaborations (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly using DPR resources are recommended.

**Actions:**

- *Evaluate opportunities for complementary development*
- *Evaluate opportunities for collaboration*
- *Evaluate opportunities for third party service providers*

### **Objective 8.B.**

DPR will develop a systematic process for the divestment of identified services to mitigate resource loss. (See **Appendix G** for Service Portfolios identifying all the services to divest.) Divestment could mean cessation of a specific service at a specific location and trying something different, closing or re-purposing a facility or facility space, or elimination of a service all together.

Several of the services at selected locations suggest divestment, because DPR has determined that it is in a weak market position with little or no opportunity to strengthen its position. Further, the service is deemed to be contrary to DPR's interest in the responsible use of resources; therefore, DPR is positioned to consider divestment of the service.

#### **Actions:**

- *Children's Art at Fallbrook (current specific offering).*
  - *Survey community on the kinds of art programs desired.*
  - *Strategically offer a variety of different types of art services.*
- *Active Lifestyle - Classes (Senior or 50 and older) - Chair Exercise at Fallbrook.*
  - *Survey community on the kinds of active lifestyle programs desired.*
  - *Strategically offer a variety of different types of active lifestyle services.*
- *Computer programs at Fallbrook.*
  - *Keep computer lab but eliminate classes.*
  - *Evaluate the needs of beginner, intermediate, and advanced computer users.*
- *Preschool at Fallbrook.*
  - *Evaluate if DPR should lease out this service to a private provider.*
  - *Develop a request for information.*
  - *Develop timeline.*
  - *Develop notification process for current participants if a transition to a new provider or service divestment is chosen.*
- *Sports Camp at Fallbrook. - This program is not successful at this location; it has low participation numbers and cancels often.*
  - *Survey community on the kinds of sports camp program desired.*
  - *Strategically offer a variety of different types of sports camps.*
- *Summer Day Camp at Fallbrook.*
  - *Staff to offer one more summer camp to test market position (currently weak with high alternative coverage, and does not meet cost recovery goals).*
- *School Vacation Camp at Fallbrook.*
  - *Staff to offer one more school vacation camp to test market position (currently weak with high alternative coverage, and does not meet cost recovery goals).*
- *Tennis Clinics and Camps at 4S Ranch – divestment is completed.*
- *Geocaching at Sweetwater Park.*
  - *This location is not a good fit. Enforcement issue due to multiple jurisdictions and private ownership.*
  - *Amend internal policy to exclude Sweetwater Park, then post on site, advertise on DPR website, and go online with geocaching website.*

**Goal 9 – Explore a systematic approach to and strategies for advancing or affirming market position for identified services.**

**Objective 9.A.**

DPR will advance market position of identified services through increased marketing efforts. (See **Appendix G** for Service Portfolios identifying all the services to advance.)

**Actions:**

- *Capitalize on DPR's strong market position for these services by increasing offerings as demand dictates.*
- *Advance market position of campsite rentals in most (if not all) locations, especially rentals of campsites with full or partial hookups in campgrounds and regional parks.*
- *Advance market position of dump stations.*
- *Advance field rentals and facility rentals at most locations.*
- *Consider additional Splash Parks (also known as sprayparks, splash pads, or water playgrounds in the park and recreation industry).*

**Objective 9.B.**

DPR will affirm market position of identified services through program outcome planning and market research. (See **Appendix G** for Service Portfolios identifying all the services to affirm.)

At certain locations, specific programs have demand within the target market and service area, and alternative providers are also in the same market space. Strategic positioning and messaging, focusing on the differences or niche will be a key marketing strategy.

Yoga, martial arts, fitness and wellness programs, dance, and some special events are also provided by others in certain locations throughout the county system.

**Actions:**

- *Ensure that services offered fill a strategic niche market.*
- *Use niche positioning and messaging as a marketing strategy.*

**Goal 10 – Continue to explore targeted menus of services that are specific to the unique needs of individual communities throughout the county. (Avoid a “one-size-fits-all” approach.)**

**Objective 10.A.**

DPR will conduct a service assessment and review portfolio of services annually to ensure responsiveness to each unique service area and their socio-economic conditions.

**Action:**

- *Add as a function to management performance plans.*

**Objective 10.B.**

DPR will adopt a systematic approach to new program implementation and management. (For instance, run a program three times, making adjustments as necessary, and then discontinue offering it if it is not successful.)

**Actions:**

- *Monitor minimum registration*
- *Make adjustments as necessary*
- *Cancel and/or replace under-performing services*

**Objective 10.C.**

DPR will manage their programs' lifecycles through monitoring registration, attendance figures, and cost recovery goals on an ongoing and regular basis.

**Actions:**

- *Watch for the warning signs of program saturation point, such as declining participation, and pursue revitalization efforts such as new instructor, new outcomes, title and description, and new day or time.*

**Theme 3: Cost Savings – Cost Avoidance Strategies**

The intent of this theme is to identify practices and analysis methods for service planning and provision to consistently ensure the most cost effective use of resources.

**This Theme encompasses Goals 11 through 14.**

**Goal 11 – Continue to develop a consistent methodology and budget planning approach for service management.**

**Objective 11.A.**

DPR will ensure that all staff is using zero-based (cost-based or activity-based) budgeting principles to determine the **direct** cost to provide a service as the basis for the budget development process through Managers.

**Actions:**

- *Expand use of existing budgeting, project, and time management tools to track actual costs over the next year.*
- *Compare tracked actual costs against current direct costs assumptions and make adjustments as necessary.*
- *Use cost-based budgeting tools as the details for the next fiscal year budget preparation.*

**Objective 11.B.**

DPR will continue to identify the cost of emergency services (e.g., providing shelter in an emergency, fire, flooding, earthquakes, and major storms, etc.) and pursue reimbursement where appropriate or possible as events occur through Managers.

**Actions:**

- *Continue to track direct and indirect costs to provide these emergency services based on the revised definition of costs.*
- *Pursue FEMA reimbursement when possible.*
- *Pursue reimbursement from other agencies where possible.*

**Goal 12 – Continue to use “greening” practices that align with the County’s Vision and produce cost effective results.**

**Objective 12.A.**

DPR will review internal management practices and evaluate cost savings measures.

**Actions:**

- *Conduct internal process meetings to determine efficiencies, management styles, efficient uses of assets, and create recommendations to reduce costs and simplify processes, sharing approval/decision-making throughout DPR.*
- *Managers to document recommended process changes and management strategies, which reduce costs.*

**Objective 12.B.**

DPR will research commercial trash compaction using solar compactors.

**Action:**

- *Parks Operations staff to pursue researching the cost/benefit of this opportunity.*

**Objective 12.C.**

DPR will research sponsorships and donations, or alternative ways to supplement the purchase of doggie bags.

**Actions:**

- *Post signs regarding clean up.*
- *Provide doggie bags and/or other disposal methods in partnership with a sponsor*

**Objective 12.D.**

DPR will explore feasibility of investing in water and energy efficiency enhancements, then plan and budget to implement the retrofits for a positive return on investment (ROI) moving forward.

**Actions:**

- *Expand use of “smart controllers” to improve water efficiency and irrigation maintenance cost avoidance.*
- *Continue to improve water efficiency in Park and Recreation facilities by various means such as, retrofitting and/or installing new water efficient equipment.*
- *Upgrade park facilities with artificial turf, where applicable, to conserve water resources, reduce overall maintenance, and provide state of the art playing fields for year-round sports programs (also raises revenue).*

- *Install solar “photovoltaic” systems at existing facilities to reduce County reliance on public utilities and reduce annual operating costs, thereby delivering a positive ROI.*
- *Improve energy efficiency in Park and Recreation facilities by various means, such as retrofitting and/or installing new energy efficient equipment.*

**Objective 12.E.**

DPR will explore composting. The increased demand for landfills and the high cost of waste disposal, especially biodegradable waste disposal, encourages a look at alternatives to waste removal.

**Action:**

- *Explore the alternative in waste management by creating worm composting bins that treat paper and other biodegradable waste such as vegetation and food waste on site.*

**Objective 12.F.**

DPR will promote green technology and lessen the impact of animal waste in landfills by exploring the cost/benefit of installing dog waste (methane digester) lights.

**Action:**

- *Explore the “Park Spark Project” (<http://parksparkproject.com>) that offers a solution for the waste and creates energy to power a street light from the waste using a methane digester. Using such a device would promote green technology and offer a green solution for getting rid of the waste.*

**Goal 13 – Continue to track and communicate cost of major maintenance.**

**Objective 13.A.**

DPR will maintain a current rolling ten-year capital repair and replacement list – Capital Improvement Plan (CIP) of the physical assets of DPR.

**Actions:**

- *Managers will continue to update the CIP list annually.*
- *Division Chiefs will meet to discuss a consensus approach to CIP budget requests and message the escalation costs of not being able to address the repair and replacement plan with DPR Director.*

**Objective 13.B.**

DPR will explore ways to further reduce damage costs from rentals to include cabins, boats, and pavilions.

**Actions:**

- *Amend parks policies to include a standardized contract wherein patrons agree to pay for any damages.*
- *Improve procedures to ensure reimbursement for any damages.*

- *Determine standardized fees for commonly damaged items such as broken windows, lost keys, and bent boat propellers.*
- *Find a conduit to allow for damages collected to be replaced into affected parks Services and Supplies budget that was used to repair damages.*

**Objective 13.C.**

DPR will identify parks that have active community support and implement an Adopt-A-Park/Adopt-A-Trail program to assist in ongoing maintenance efforts.

**Actions:**

- *Research best practices.*
- *Create a policy and procedures.*
- *Develop a list and schedule of tasks to be accomplished and whether or not the tasks are enhancements or are replacing current work being done as a labor cost savings measure.*
- *Account for the direct costs to manage this program.*
- *Market and promote the program.*

**Goal 14 – Continue to identify and track the value of volunteers as an alternative revenue source and cost savings measure.**

**Objective 14.A.**

DPR will track the use of volunteers that supplement critical service functions and include the value of this as an alternative funding source.

**Actions:**

- *Actively engage volunteers where appropriate as an alternative funding resource.*
- *Follow Best Management Practices for volunteer programs.*
- *Value the volunteer labor as outlined by the Independent Sector [http://www.independentsector.org/volunteer\\_time](http://www.independentsector.org/volunteer_time). According to the website, the value of California volunteer labor is \$23.29 per hour. (County of San Diego currently uses \$20.85 as the value; consider updating this per hour value.)*
- *Account for the value of the volunteers as alternative revenue, replacing the cost to provide the service, and the same value of the service on the expense side.*
- *Classify the value of volunteers as supplementing operations or providing an enhancement.*

**Theme 4: Cost Recovery Alignment**

The intent of this theme is to identify opportunities to increase direct cost recovery where possible and to begin the dialogue with those affected.

**This Theme encompasses Goal 15.**

**Goal 15 – Ensure long-term sustainability by focusing taxpayer funding on those services that produce the widest community benefit, using a cost recovery pyramid.**

**Objective 15.A.**

DPR will increase cost recovery to meet target goals through recommended pricing strategies and/or use of alternative funding sources as appropriate to specific service through staff.

Social services have importance to the community and are providing considerable benefit to both the community and the individual. These services are generally provided through a rental, and should be provided by DPR as long as funding remains available through partnerships, another department, or should be managed by another department or agency whose mission more closely aligns.

Even though DPR does not currently operate private/semi-private lessons, they may in the future; therefore, it is shown on the pyramid.

**Actions:**

- *Site supervisor staff will evaluate appropriate pricing by conducting a market analysis using suggested comparative analysis of like facilities and services and submit it to Managers.*
- *Managers will determine if they can make services meet the recommended cost recovery goals by looking at direct costs, fee adjustments, and alignment with available alternative funding strategies.*
- *Managers will articulate a recommendation to divest some or all of the services to Division Chiefs in the event that cost recovery goals cannot be achieved.*
- *Division Chiefs will consider recommendation and forward to DPR Director for approval.*

**Actions (Service Specific):**

- *Site supervisor staff will evaluate and identify opportunities to offer private/semi-private lessons.*

**Objective 15.B.**

DPR will review all ongoing rentals, Memorandums of Understanding (MOUs), and long-term lease agreements to assure compliance with cost recovery goals in relation to the direct cost to provide the service (the value) and the category of service level on the cost recovery pyramid annually through Managers.

**Actions:**

- *Educate current renters, MOU and long-term lease holders on the financial and service sustainability plan, the results of the cost recovery goals, the service assessment and provision analysis.*
- *Develop specific and measureable action steps for each rental, MOU and lease holder including alternative funding strategies.*

**Objective 15.C.**

DPR will review all independent contract agreements in relation to DPR costs and adjust to match the category of service level on the pyramid annually through Supervisors.

**Actions:**

- *Educate current contract agreement holders on the financial and service sustainability plan, the results of the cost recovery goals, the service assessment and provision analysis.*
- *Discuss strategies to efficiently and effectively comply with the plan.*
- *Develop specific and measureable action steps for each contract holder including alternative funding strategies.*

**Objective 15.D.**

DPR will use industry best practices to manage programs and services. The following categories of services are identified as areas for priority review through Site Supervisors.

**Actions for Trips and Tours:**

- *Evaluate contracting versus offering in-house.*
- *Partner with other agencies.*
- *Adjust fees or participation minimums.*
- *Marketing strategies:*
  - *Target marketing.*
  - *Mail flyers to past participants.*
- *Strategic planning.*

**Actions for Campgrounds:**

- *Survey campers to find out what improvements they desire in a priority order.*
- *Increase pricing – use market pricing where there is a high demand for services; use competitive pricing where there are alternative providers in the target service area.*
- *Bundle packages to include all costs (e.g. dumping).*
- *Offer seasonal pricing and peak pricing.*
- *Explore additional camping options (e.g. long-term camping).*
- *Strategically price premium sites.*
- *Offer early reservation incentives.*
- *Explore and evaluate storage revenue versus liability costs.*
- *Upgrade campsites.*
- *Develop a list and implement capital improvements.*
- *Offer Wifi internet service.*

**Actions for Rentals – Partners:**

- *Explore a secondary season charge.*
  - *Inform those who are impacted at sports council or allocation meetings.*
  - *Gather input from CSA.*
- *Seek cost recovery ideas from partners.*
- *Conduct a comparative analysis of what other agencies charge for partner rentals and raise fee for entire season across board.*

**Actions for Long Term Leases – Partners:**

- *Define who is a partner and why.*
- *Renegotiate the leases and standardize – shorten leases.*
- *Focus priority on major sport venues.*
- *Audit the partner’s performance in relation to the lease agreement and cost recovery goals to see what true costs are and determine profit sharing agreement.*
- *Conduct major maintenance audits.*
- *Recover property maintenance fees.*
- *Review and begin negotiations with partnered leases.*

**Actions for Youth Tournament:**

- *Seek sponsorships and partnerships.*
- *Consider bringing the officiating in-house (cost savings).*
- *Adjust the per person fee (increase cost recovery).*
- *Explore grants tied to health initiative.*
- *Pursue gifts and endowments.*
- *Conduct a fee comparison with neighboring cities.*
- *Continue market pricing.*
- *Consider uniform fee or a sponsor for uniforms.*

**Objective 15.E.**

DPR will consider adjusting DPR fees at premier wedding venues, to be more in line with alternative providers, Rancho Buena Vista, and Leo Carrillo Ranch, which are both comparable venues to DPR.

**Actions:**

- *Confirm recent fee benchmarking provided by Park Managers in premier venues.*
- *Adjust the fees to minimally match the lowest similar alternative provider.*
- *Consider adjusting or implementing deposit fees.*

**Objective 15.F.**

DPR will consider implementing peak/off-peak time, and seasonal demand pricing strategies.

**Actions:**

- *Develop fees based on cost/value of and demand for the experience.*
- *Develop marketing strategy and campaign.*

**Theme 5: Revenue Enhancement**

Identify new sources of revenues, including alternative funding ideas, and explore their future potential to increase or contribute to DPR’s overall financial sustainability.

**This Theme encompasses Goals 16 through 21.**

## **Goal 16 – Explore alternative funding sources that strategically align with targeted services.**

### **Objective 16.A.**

DPR will identify six ideas from the Alternative Parks and Recreation Operations and Capital Development Funding Sources section of this document and formulate a work team to explore the pros and cons, and potential outcomes for consideration per budget cycle to implement through Managers.

#### **Action:**

- *Assign a team of Managers to select and pursue six alternative funding ideas.*

### **Objective 16.B.**

DPR will pursue alternative funding for efficiency measures to reduce the costs to the taxpayer of operations, maintenance, and safety over the next several years.

#### **Actions:**

- *Research efficiency grants to analyze investing in and converting to green practices.*
- *Research return on investment (ROI) amortization schedules for investing in and converting to green practices.*

### **Objective 16.C.**

DPR will expand alternative funding for strategic initiatives through grants for new and existing capital projects.

#### **Actions:**

- *Actively seek new grant opportunities for healthy and active living initiatives.*
- *Pursue grants for trail development such as Safe Routes to Schools.*
- *Continue to pursue grants for cultural and natural resource projects.*

### **Objective 16.D.**

DPR will continue seeking alternative funding sources for programs and operations on an ongoing basis.

#### **Action:**

- *Explore alternative funding sources for ongoing programs and operations.*

## **Goal 17 – Use and mobilize available stakeholder groups for fundraising efforts.**

### **Objective 17.A.**

DPR will revamp the Park Society to be an active fundraising body (Foundation) for DPR.

#### **Actions:**

- *Change the bylaws to establish the Park Society as a fundraising board.*
- *Develop roles and responsibilities for members.*
- *Recruit new membership.*

- *Develop fund raising goals based on DPR goals and objectives or specific initiatives and programs.*
- *Research typical cost and funding mechanisms for a grant manager to write and administer grant programs.*
- *Explore if the Parks Society could raise seed money or annual matching funds to leverage this strategy.*

**Objective 17.B.**

DPR will engage “Friends” Groups in fundraising efforts. Staff liaisons will work with “Friends” Groups to revitalize them or work with community members to create new groups to support DPR programs and facilities.

**Actions:**

- *Assess current fundraising levels of current “Friends” Groups.*
- *Encourage community members to become members of existing groups.*
- *Create new groups in areas with interested community members.*
- *Develop fundraising goals based on program and facility objectives or specific initiatives and programs.*

**Goal 18 – Explore the use of additional County Service Areas, landscape maintenance districts, or a county-wide open district as a self-imposed taxation mechanism for development or redevelopment funding.**

**Objective 18.A.**

DPR will identify those communities who answered in favor of exploring a self-imposed taxation option to begin discussions and an implementation process in strategic locations using the survey results as a baseline.

**Actions:**

- *Meet with the community to discuss projects, goals, and financial capabilities.*
- *Develop and conduct the ballot initiative.*

**Goal 19 – Explore the opportunities for and use of Sponsorships through naming rights.**

**Objective 19.A.**

DPR will develop a list of potential park and facility sites and amenities to consider for naming rights and costs through Managers.

**Actions:**

- *Develop the list of opportunities including historic sites.*
- *Develop fees and timeframes for naming rights (annual, in perpetuity, etc.)*
- *Develop sponsorship packages to bundle opportunities and market to major businesses such as hospitals, insurance companies, sports organizations, and related for-profit businesses.*
- *Market this option to corporations (larger facilities and parks), and individuals (benches, rooms, and equipment, etc.).*

## **Goal 20 – Increase marketing and outreach efforts.**

### **Objective 20.A.**

DPR will increase marketing and promotional opportunities through the updating of the marketing plan.

#### **Action:**

- *DPR will update the department-wide marketing plan.*

### **Objective 20.B.**

DPR will expand the use of email blasts to increase promotion of upcoming opportunities for program registration and special events through marketing staff.

#### **Action:**

- *Increase the number of email addresses receiving DPR email distribution.*

### **Objective 20.C.**

DPR will expand the use of social media to reach new target populations and demographics through marketing staff.

#### **Action:**

- *Add “local” facility or program specific pages and links in Facebook, which create community-based target marketing opportunities.*

### **Objective 20.D.**

DPR will explore the use of new technology that allows a park user to get additional onsite information on a native plant, historic, or cultural amenity, etc.

#### **Action:**

- *Research the use of QR codes (matrix bar codes) or augmented reality technology to provide people with a new way to view/experience your park or facility (through their mobile devices).*

### **Objective 20.E.**

Investigate market expansion to increase rentals for affordable wedding and reception venues.

#### **Actions:**

- *Participate in tradeshow and advertise with private providers.*
- *Create partnerships with dress shops, caterers, bakeries, rental equipment, music, etc.*
- *Create packages and themes.*

**Objective 20.F.**

DPR will investigate areas for market expansion to increase rentals for business retreats and meeting venues.

**Actions:**

- *Outreach to local Chambers of Commerce.*
- *Create packages and themes.*

**Objective 20.G.**

DPR will investigate areas for market expansion to increase tourism.

**Actions:**

- *Advertise to target demographic group publications (e.g.: AARP)*
- *Create off-peak packages.*
- *Create tourist or visitors or family/friends packages.*
- *Leverage the Scenic Byway program.*
- *Participate in tradeshow for tourism.*
- *Invite the media market to tour attraction.*
- *Develop Mexico market (translation).*
- *Explore opportunities and partnerships with the San Diego Convention and Visitor's Bureau and the State Tourism Office.*
- *Explore grants, research information, and opportunities with international tourism for cultural and historical attractions (a growing interest) by contacting U.S. Department of Commerce, Office of Tourism and Travel*  
<http://tinet.ita.doc.gov>.
- *Track economic impacts to make an argument for a dedicated pro-rata tax share.*
- *Develop partnerships and packages for travelers with Army Corps of Engineers, Department of Natural Resources, State Parks, US Fish and Wildlife.*

**Objective 20.H.**

DPR will investigate areas for market expansion to increase fitness and health packages for businesses.

**Actions:**

- *Work with the Chamber of Commerce to identify priority businesses.*
- *Create packages and themes.*

**Goal 21 – Explore the options for “Add-On” experiences to enhance customer experience for which there is a willingness to pay.**

**Objective 21.A.**

DPR will develop behind the scenes tours of historic and cultural sites for implementation through Park Rangers.

**Actions:**

- *Develop fee based on cost/value of the behind the scenes experience.*
- *Develop marketing strategy and campaign.*

**Objective 21.B.**

DPR will test personal tours by Park Rangers and Naturalists through the Park Operations Division.

**Actions:**

- *Develop fee based on cost/value of one-on-one or personalized experience.*
- *Develop marketing strategy and campaign.*

**Objective 21.C.**

DPR will expand the “Passport” program to include a “San Diego County Treasure Hunt” program through the Park Operations Division.

**Actions:**

- *Develop fee based on cost/value of the experience.*
- *Develop marketing strategy and campaign.*

**Objective 21.D.**

DPR will explore the creation of an “Adventure/Annual Pass.” This can be a similar but different “annual pass” than DPR currently offers. This could be a recreation pass that permits users to park their cars in open space preserve staging areas for the purpose of recreation.

**Actions:**

- *Parks Operations staff to explore the creation of the Adventure/Annual Pass for next year.*
- *Develop fee based on cost/value of the experience.*
- *Develop marketing strategy and campaign.*

**Objective 21.E.**

DPR will increase revenue from the use of dump stations at DPR campground parks.

**Actions:**

- *Set a standard fee for non campers to use the dump station. This would bring in added revenue; however, it would still be on the honor system.*
- *Explore the option to build an automated dump station.*
- *Explore an agreement with a vendor who would install and maintain an automated dump station, with a revenue sharing agreement with DPR.*

**Objective 21.F.**

DPR will increase revenue and promote water conservation through the installation of coin operated showers at all campgrounds.

**Actions:**

- *Explore the cost/benefit of converting all existing non-coin operated showers into coin operated ones.*
- *Develop fee based on cost/value of and investment recovery of the amenity.*

**Objective 21.G.**

DPR will identify local parks that have pavilions or gazebos but are currently not able to be reserved and create a plan to rent them.

**Actions:**

- *Identify local parks that do not currently rent out pavilions or gazebos but have them.*
- *Create a protocol for roving supervision and management of these rentals in non-staff parks or in local parks with limited staffing.*
- *Develop marketing strategy and campaign.*

**Objective 21.H.**

DPR will identify parks that do not currently have pavilions or gazebos, and will explore the cost/benefit of installing additional gazebos or pavilions in these parks.

**Actions:**

- *Locate parks that do not currently have pavilions or gazebos on site, but warrant them.*
- *Budget the capital investment and installation costs for the highest use/potential use sites.*
- *Explore how in the future, DPR could look at increasing rentals to the pavilions/gazebos by installing a kitchenette.*
- *Develop fee based on cost/value of the behind the enhanced services.*
- *Develop marketing strategy and campaign.*

**Objective 21.I.**

DPR will increase Agua Caliente's spa revenue by instituting a Spa special use fee (new), or set prices higher to include use of these amenities.

**Actions:**

- *Develop a fee structure.*
- *Explore extending Agua Caliente season for non-peak use (It is closed during summer, but staff is still there) for day use only (perhaps for special groups only).*

**Objective 21.J.**

DPR will explore expanded the use of Iron Rangers in campgrounds and preserves. Most of the preserves do not have any kind of fee collection system.

**Actions:**

- *Identify parks and preserves where "Iron Rangers" can be used.*

**Objective 21.K.**

DPR will explore automated payment technology in parks.

**Actions:**

- *Install several of the automated fee collection units at existing fee sites to test if devices collect enough added revenue to offset costs.*
- *If units do meet revenue goals, install them at other sites, including preserves.*

**Objective 21.L.**

DPR will increase their revenue by offering specialized services to the public like concierge service/special events service.

**Actions:**

- *Explore a cost/benefit analysis.*
- *Identify vendors for customers for special events.*
- *Group fees could also be charged.*
- *Develop fee based on cost/value of the service.*
- *Develop marketing strategy and campaign.*

**Objective 21.M.**

DPR will explore the potential revenue from collecting cleaning/damage deposits and monetary fines from ordinance violations.

**Actions:**

- *Explore a trial damage deposit fee associated with Regional Park facilities. For example - if a renter breaks the AC unit in a cabin, they pay the full cost of replacement.*
- *Explore how much revenue DPR would see from an infraction and misdemeanors fine by working with the Sheriff's Department, County Court system, and the County's fiscal unit.*

**Objective 21.N.**

DPR will explore additional revenue opportunities for camping at El Monte.

**Action:**

- *Explore the potential to convert a portion of the park into a camping facility with other amenities.*

**Objective 21.O.**

DPR will explore premium camping which includes sites with views, level, and accessible campsites.

**Action:**

- *Explore the opportunity to create a higher camping fee scale for premium camping based on the higher occupancy percentages.*

**Objective 21.P.**

DPR will explore the use of utility meters for campground hook up sites.

**Action:**

- *Explore the return on investment by installing metered service bollards and charge for the utilities used or consider a baseline that would charge according to excessive use.*

**Objective 21.Q.**

DPR will explore the cost/benefit of building stores or leasing concession space at camping/day use parks.

**Actions:**

- *Identify possible locations for concession/merchandise for resale/equipment rental stores.*
- *Conduct a feasibility study on the highest priority site.*
- *Determine whether to negotiate with a concessionaire or provide this service in-house.*

**Objective 21.R.**

DPR will explore current concession lease agreements revenue sharing to offset future repair and replacement needs.

**Actions:**

- *Identify specific lease agreements to pilot a concession revenue share.*
- *Identify planned lifecycle repair/replacement and predictive maintenance needs associated with current lease agreements.*
- *Renegotiate current lease agreements annually or as they come due.*

**Objective 21.S.**

DPR will establish policy with criteria to establish new sites for community gardens. Due to urban sprawl and the promotion of health and wellness initiatives, there exists increased demand for usable ground to cultivate easily accessible community gardens.

**Actions:**

- *Explore the potential for revenue increase by identifying potential sites and viable cost recovery fees for community gardens.*
- *Develop fee based on cost/value of the experience.*
- *Develop marketing strategy and campaign.*

**Objective 21.T.**

DPR will explore additional sites for Farmers' Markets.

**Actions:**

- *Explore the potential for revenue increase by identifying additional sites and viable cost recovery fees for farmers' markets.*
- *Establish a policy with criteria to establish new sites for farmers markets.*
- *Develop fee based on cost/value of the experience.*
- *Develop marketing strategy and campaign.*

**Objective 21.U.**

DPR will explore and develop a "Stay and Play" package for vacationers.

**Actions:**

- *Explore a stay and play package with various golf courses to form a partnership package that would create promotional "Stay and Play" package that would combine a round or rounds of golf with campsite reservations.*
- *Develop fee based on cost/value of the experience.*
- *Develop marketing strategy and campaign.*
- *Include the following information in marketing materials:*
  - *Course description and overview.*
  - *Golf fees/room rates, reservation policies, and cancelation protocol.*
  - *Various stay and play packages and upgrades.*
  - *Map and directions.*

**Objective 21.V.**

DPR will explore purchasing and using a mobile stage for movies and concerts.

**Actions:**

- *Explore the cost/benefit of purchasing and using the mobile stage.*
- *Implement a fee structure to allow rentals of this equipment.*

**Objective 21.W.**

DPR will explore using marquees/digital signage at community centers, teen, and sports centers to promote activities.

**Action:**

- *Explore the cost/benefit and feasibility of purchasing and using this type of promotional equipment.*

**Objective 21.X.**

DPR will explore the addition of concerts in the parks.

**Actions:**

- *Recreation staff will research this special/community event and provide cost/benefit analysis to Managers.*
- *Develop marketing strategy and campaign.*

**Objective 21.Y.**

DPR will explore the addition of “Celebration Days” in parks. (For example: anniversary events to celebrate DPR local, regional, open space parks, historical sites, and community centers/sports complex). The celebrations would reflect the dates that the facility or operations were established.

**Actions:**

- *Parks Operations staff will research this special/community event and provide cost/benefit analysis to Managers.*
- *Develop marketing strategy and campaign.*

**Objective 21.Z.**

DPR will develop an acceptable vendor list for community centers rentals and events (party planners, florists, tables, chairs, decorations, etc.).

**Actions:**

- *Recreation staff will create acceptable vendor lists (based on established criteria) in each rental facility.*
  - *Determine categories of service (catering, DJ service, table/chair rental, wedding planners, etc.).*
  - *Develop criteria for vendor selection and seek vendors.*
  - *Determine number of vendors per category and whether they are accepted according to established criteria.*
  - *Determine annual fee or revenue percentage split to charge vendors.*
  - *Develop a written agreement between DPR and vendor.*

**Objective 21.AA.**

DPR will explore the creation of a full cost recovery “Hire-a-Ranger Guide” program designed to meet the needs of school groups and non-profit organizations who wish to arrange for professionally guided tours of the trails and parks of the County.

**Actions:**

- *Parks Operations staff to explore the creation of the Rent-A-Ranger Program.*
- *Develop fee based on cost/value of the experience.*
- *Develop marketing strategy and campaign.*

**Objective 21.BB.**

DPR will explore the elimination of discounts for special age groups. Consider discounting rates for low use times consistent for all users.

**Actions:**

- *Establish new rate schedule that no longer contains senior or other age-related discounts and obtain board approval.*
- *Cease selling annual discounts.*
- *Sunset date all existing annual discount cards.*
- *Begin collecting full established rates.*

**Objective 21.CC.**

DPR will review cost benefits of eliminating annual passes or increasing fees to allow more recovery for services (parking and fishing).

**Actions:**

- *Present a modified fee schedule to board that no longer contains annual passes.*
- *Cease sales of annual passes.*
- *Sunset date all existing passes.*
- *Begin collecting full established fees.*

**Objective 21.DD.**

DPR will explore the installation of Wi-Fi infrastructure in campgrounds.

**Actions:**

- *Contact internet service providers (landline, satellite, and cell) and determine if service is (or will be) available.*
- *Determine cost and feasibility of installing Wi-Fi broadcast equipment that would be able to service identified area within the park.*
- *Determine ongoing (monthly) service and support charges.*
- *Discuss alternative funding or sponsorship opportunities with provider.*
- *Determine cost/benefit of improvements.*
- *Develop a potential add-on fee based on cost/value of the experience.*
- *Develop marketing strategy and campaign.*

**Objective 21.EE.**

DPR will explore the installation of small scale observatories in selected parks for use in collaborations with local astronomy groups, schools, community colleges, and universities.

**Actions:**

- *Determine possible locations within regional parks or preserves.*
- *Develop concept plan and estimates.*
- *Identify capital funding sources.*
- *Explore STEM grants.*
- *Formalize partnerships.*
- *Design and construction of facility.*

**Objective 21.FF.**

DPR will explore the potential of Dog Shows in the parks.

**Action:**

- *Park Managers will explore the cost/benefit and potential partnership to offer dog shows in selected parks.*

**Objective 21.GG.**

DPR will explore the revenue potential of implementing a Special Use Fee for Hilton Head and Sweetwater Splash Parks (also known as sprayparks, splash pads, or water playgrounds in the park and recreation industry).



**Actions:**

- *Division Chiefs will identify the cost/benefit of implementing this special use fee at the existing Hilton Head Park, and Sweetwater Park.*
- *Consider fencing, concession, and staffing the current splash park as value added services.*
- *Provide discounted rates for neighbors.*

**Objective 21.HH.**

DPR will explore the potential of expanding “Star Parties” beginning with Mt. Gower Open Space Preserve.

**Action:**

- *Mt. Gower Open Space Preserve Manager will consider developing this program, conducting a market analysis using the Service Assessment, and benchmarking market-rate fees.*

**Theme 6: Future Growth**

The intent of this theme is to assist DPR in their planning efforts to proactively respond to the needs of a diverse and growing community.

**This Theme encompasses Goals 22 through 25.**

**Goal 22 – Explore new services based on community input.**

**Objective 22.A.**

DPR will identify the gaps in service which have the highest unmet need and importance to implement over the next several years using the results and analysis provided by the 2010 County-wide survey, through Managers.

**Actions:**

- *For Rural/Backcountry facilities and amenities:*
  - *Explore additional or improved/enhanced open space/preserves and nature centers, as priorities for areas of interest that have high importance with needs not well met, which impact a larger segment of the community and represent broad interest.*
  - *Explore specialized interests of high importance with needs not well met as targeted opportunities for development (e.g. mountain bike trails, primitive camping, dog parks, splash parks/spraygrounds/water play areas, and RV/self contained camping).*
  - *Lastly, explore very specialized interests of high importance to a narrower portion of the population, and partnerships as a way to help fund these interests, as selected opportunities for development (e.g. equestrian trails, rodeo, and agriculture).*
- *For Suburban/Urban facilities and amenities:*
  - *Explore additional or improved/enhanced bike/commuter trail and community gardens, as priorities for areas of interest that have high importance with needs not well met, which impact a larger segment of the community and represent broad interest.*
  - *Explore specialized interests of high importance with needs not well met as targeted opportunities for development (e.g. senior centers, gymnasiums, dog parks, teen centers, weight/cardio rooms, and spraygrounds/water play areas).*
  - *Lastly, explore very specialized interests of high importance to a narrower portion of the population, and partnerships as a way to help fund these interests, as selected opportunities for development (e.g. skate/BMX parks).*
- *For programs and activities:*
  - *Explore additional environmental education, health and fitness classes, general education, and youth/teen activities as priorities for programs of interest that have high importance with needs not well met, which impact a larger segment of the community and represent broad interest.*
  - *Explore specialized programs of high importance with needs not well met as targeted opportunities for development (e.g. performing/visual arts, organized adult team sports, therapeutic recreation, and senior activities).*

**Objective 22.B.**

DPR will use Service Assessment to determine DPR's position in the market relative to service fit, economic viability, or dependence on taxpayer investment, strength or weakness in the market, and other similar available providers before implementation.

**Action:**

- *On an annual basis, staff will review their service portfolio and use the Service Assessment to evaluate market position and provision strategies.*

## **Goal 23 – Continue a variety of community outreach strategies.**

### **Objective 23.A.**

DPR will continue to provide ongoing opportunities for community input through a variety of outreach efforts through Division Chiefs and Managers.

#### **Actions:**

- *Staff will continue to participate in revitalization, CSA, and planning group meetings, etc.*
- *Conduct regional community forums, at least annually.*

### **Objective 23.B.**

DPR will keep the community input process current and reflective of changing demographics, interests, and economic conditions on an ongoing basis through Division Chiefs and Managers.

#### **Action:**

- *Plan for conducting a county-wide or target planning area statistically- valid community survey every five years.*

## **Goal 24 – Pursue collaborations and partnerships.**

### **Objective 24.A.**

DPR will continue collaborations and discussions with other jurisdictions on an ongoing basis through Division Chiefs and Managers.

#### **Action:**

- *Using the results of the Service Assessment for existing services, as well as analyzing market position and city providers for new services, staff will recommend services for collaborative consideration on an annual basis.*

### **Objective 24.B.**

DPR will continue collaborations and discussions with other agencies on an ongoing basis through Division Chiefs and Managers.

#### **Action:**

- *Using the results of the Service Assessment for existing services, as well as analyzing market position and other public and private providers for new services, staff will recommend services for collaborative consideration on an annual basis.*

### **Objective 24.C.**

DPR will continue collaborations and discussions with the school systems on an ongoing basis through Division Chiefs and Managers.

**Actions:**

- *Using the results of the Service Assessment for existing services, as well as analyzing market position and schools as opportunities for new services, staff will recommend services for collaborative consideration on an annual basis.*
- *Discuss use of schools sites for afterschool and weekend programming.*

**Goal 25 – Explore capital development projects which may yield new revenue streams.**

***Objective 25.A.***

DPR will explore the feasibility of installing a zipline in County Parks, contracted with an operator.



**Actions:**

- *Look for potential sites for a zipline within DPR system.*
- *Prepare a request for interest and solicit statement of qualifications from interested vendors/concessionaires.*

***Objective 25.B.***

DPR will explore the feasibility of installing an Alpine Slide Park in County Parks, contracted with an operator.



**Actions:**

- *Look for potential sites for an alpine slide within DPR system.*
- *Prepare a request for interest and solicit statement of qualifications from interested vendors/concessionaires.*

**Objective 25.C.**

DPR will investigate paddle and pedal boat rentals at Lindo Lake.

**Actions:**

- *Lindo Lake Park Manager to explore the cost/benefit of piloting rentals of paddle and pedal boats.*
- *If the service is to be contracted to a private concessionaire, conduct an RFI and/or an RFP process.*
- *Conduct the service assessment to determine market position, and benchmark market rate fees.*

**Objective 25.D.**

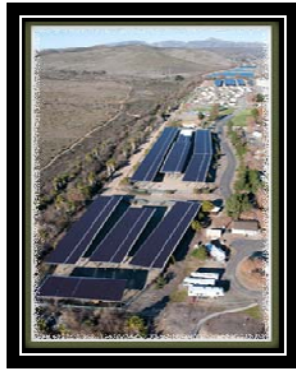
DPR will explore the cost/benefit of, and the ideal location for, building a permanent amphitheater in county parks through Managers.

**Actions:**

- *Assign a staff member to explore the cost/benefit of and the ideal location for building permanent amphitheater.*
- *Conduct the Service Assessment to determine market position, and benchmark market rate fees.*

**Objective 25.E.**

DPR will explore the potential of RV and Boat Storage at County Camping Parks through Managers.

**Actions:**

- *Assign a staff member to explore the cost/benefit of and the ideal location for long-term RV and boat storage sites.*
- *Conduct the service assessment to determine market position, and benchmark market rate fees.*

**Objective 25.F.**

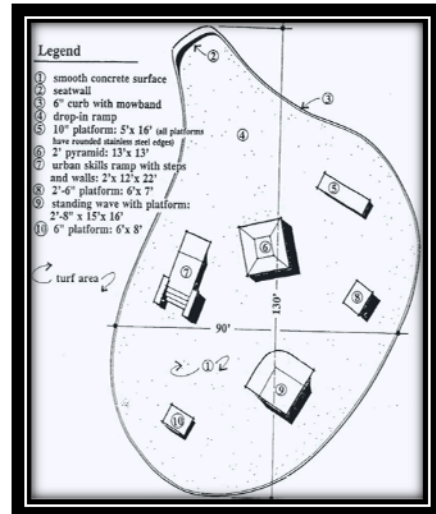
DPR will explore the potential of a miniature golf course in County Parks through Park Operations.

**Actions:**

- *Assign a staff member to explore the cost/benefit of and the ideal location for mini-golf course.*
- *If the service is to be contracted to a private concessionaire, conduct an RFI and/or an RFP process.*
- *Conduct the Service Assessment to determine market position and benchmark market rate fees.*

**Objective 25.G.**

DPR will explore the potential of skate park features in County Parks.

**Actions:**

- Assign a staff member to explore the cost/benefit of and the ideal location(s) to add mini-skate park features.

**Objective 25.H.**

DPR will explore the potential of a Frisbee or disk golf course in County Parks.

**Actions:**

- Assign a staff member to explore the cost/benefit of and the ideal location for Frisbee or disk golf course.
- Conduct the Service Assessment to determine market position and benchmark market rate fees.

**Objective 25.I.**

DPR will explore the potential of building dog parks as a sustainable operation.

**Actions:**

- Consider developing a dog park with user fees and fence the amenity.
- Provide discounted rates for neighbors.

**THIS PAGE INTENTIONALLY LEFT BLANK**

## Appendices A through H

**THIS PAGE INTENTIONALLY LEFT BLANK**

## Appendix A – Glossary of Terms

### ***Definitions of Direct/Indirect Costs, Target Tier Minimum Cost Recovery, and Cost Centers***

**Direct Costs** includes all of the specific, identifiable expenses (fixed and variable) associated with providing a service, or operating and maintaining a facility, space, or program. These expenses would not exist without the program or service and often increase exponentially.

**Facility or Parks Operations and Maintenance Cost Center (all facility use activities are facility costs) includes all direct, identifiable expenses (fixed and variable) associated with:**

#### **All Services:**

- Percentage of Chief's salary (direct allocation 20%).
- Percentage of Manager's salary (direct allocation 95%).
- Percentage of Supervisor's salary (direct allocation 98%).
- All other full-time staff and their direct reports (100% direct allocation, but not administration, resource management, marketing, and development divisions).
- Seasonal salaries for operation and recreation divisions.
- Personnel benefits including FICA and Medicaid, Social Security, Worker's Compensation Insurance, Unemployment Insurance, Retirement, Health, Dental, and other Insurance premiums as applicable; currently estimated at 58 percent for full-time benefited employees, 11 percent for part-time/employees (allocated at the same percentage as the salary).
- Professional or contractual services for coaches, officials, instructors, etc.
- Consumable supplies such as ping pong balls, paper, art supplies provided by instructor or DPR, chalk, food, paper.
- Licensing Agreements for rights for music and movies, etc.
- Uniforms, tee shirts, awards, trophies for participants and staff.
- Non-consumable equipment purchased only for the program or facility that require periodic, continual replacement or are necessary for the start of the programs or services like yoga mats, blocks, bouncy balls, basketballs, low free weights, racquets, and goggles.
- Training specifically for the program or service like CPR and First Aid, CPO, on-going or reimbursed training and certifications.
- Transportation costs like fleet, driver and mileage, parking, tolls, detailing, or rental of busses, taxis, trolley, etc.
- Entry fees, tickets, admissions for participants and leaders/instructors.
- Rental fees for facilities, spaces, janitors, charge backs, etc.
- Marketing/promotion/printing/distribution/fliers/etc. associated directly for program or service.
- Repair or maintenance of program or service specific minor equipment like piano tuning, discovery kit, etc.
- Pro-rata share of park, facility, or space costs.
- Any other costs associated or attributed specifically with the program or service.

**Parks, Facilities, and Spaces: Includes applicable direct costs above and:**

- General contractual services such as janitorial and building monitoring, utilities, maintenance, etc.
- Internal Service Fund, IT support allocations
- Repair or maintenance of program or service specific minor equipment such as playground repairs, kitchen equipment, scoreboard, lawn mowers, power spinners, sprinklers, HVAC, etc.
- AV equipment
- Ranger housing, volunteer pads
- Fixed assets replacement

**Departmental Administration or Indirect (Support Services)** encompasses remaining overhead (fixed and variable) not identified as Direct Costs. These *Indirect Costs* would exist without any one specific service.

- Marketing and research – general support
- Administrative support
- Admin Facility operating costs and utilities
- County-wide (A87) allocations
- Full-time employees salaries and benefits, supplies, equipment, and contracts for DPR Director's Office and staff, percent of Division Chiefs, Managers, and Supervisors not directly allocated, Administration, Development, and Resource Management, etc.
- Employment ads
- Office equipment, furniture, and supplies (admin only)
- Vehicles used for administration and mileage reimbursement
- Various other appropriated costs attributed to administration

The Community Centers have no means of self-sustaining or generating revenues through fees and charges on their own, as they have no amenities for which charging admission is possible. Any revenue generation must come from the programs and rentals scheduled within the center. Therefore, most of the facility operating cost is allocated directly to the programs, services, and rentals. A small amount of operational costs are considered indirect or support because the community centers do provide walk-in access to restrooms and perform as information/resource centers with no associated revenues. Thus, the community centers will not reach their cost recovery minimum thresholds if the programs, rentals, and services do not exceed their cost recovery minimum thresholds or produce excess revenues over direct expenditures to cover the non-recoverable costs.

**Facility and Park Costs Allocation Methodology for:**

- **Community Centers/Gyms/Teen Centers Rentals** - Hourly costs for these types of facilities are based on a formula using expenditures directly related to the cost of operating the facility. Expenditures include utilities, telecommunications, housekeeping services and supplies, a percentage of full time staff, and a percentage of part-time maintenance staff. Those costs are divided into operating hours in each facility and the rentable square footage of the facility (excludes bathrooms, hallways, office/lobby areas). This formula establishes per hour/per square foot rates for each facility. The rate is used to determine cost recovery levels for rentals and programs.

- **Programs** - The cost of a program is determined by calculating all direct expenditures associated with the program. Expenditures include full-time and part-time staff time (program development and scheduling, registration and maintenance), hourly rate for the use of the facility, services and supplies, percentage of the program guide, and independent contractor percentage when applicable.
- **Campground Sites**- Camping sites are based on a formula using direct staffing cost at loaded rates, and expenditures directly related to the cost of operating the park, which include utilities, telecommunications, park maintenance, contracted services, minor equipment, small tools, facility costs, and Internal Service Funds. Those costs are then split per facility with 70 percent for camping sites and 30 percent for maintenance of other unrelated camping functions. These numbers are then divided by the number of camping sites and divided by 365 days of the year. This formula establishes per day/per camp site for each park. The rate is used to determine cost recovery levels for camping sites.

### **Cost Center Pyramids**

In addition to defining costs and target tier minimum cost recovery percentages, specific cost centers were also defined. Four supplemental cost center pyramids were created to assist in financial management practices. They include:

- Park Operations
- Community Centers with Programming
- Teen Centers with Programming
- Sports

(see Appendix B for Cost Center Pyramids)

## ***Financial Terms and Definitions***

### **Accounting, Business Planning, Cost Recovery**

#### **Activity Based Costing (ABC):**

A tool to define all costs associated with providing a service; including those services that are non-revenue generating.

#### **Administrative and Support Services:**

The costs necessary for operations but not directly related to providing a category of service. Examples of Administrative and Support Services include information technology, finance, human resources (training, safety services, risk management, insurance, benefits), development, research and evaluation, and intergovernmental services.

#### **Advisory Groups:**

Standing and special citizen boards, commissions, committees, and task forces that are formed to advise the County Board of Supervisors and DPR staff on issues of policy and to serve as links to the community. Advisory groups are created as a result of State and Federal legislation, agreements with public or private agencies, and local needs.

#### **Age Categories:**

Categories based on age (e.g. youth, teen, adult, senior, etc.), for the purpose of classifying service participants and assigning fees.

**Alternative Funding:**

Methods for recovering costs associated with a service other than General Purpose Revenue, fees, and other charges. Alternative Funding may include grants, endowments, sponsorships, volunteer programs, and donations.

**Appropriation:**

An amount authorized by the Board of Supervisors to make expenditures and/or incur liabilities for a specific purpose.

**Attendance/Participation:**

The number of people using a service.

**Budget:**

A financial plan for a single fiscal year and for a category of service that includes proposed direct costs for a given period and the proposed means of financing them.

**Capacity - Occupancy or Participation Rates:**

Capacity is the number of available spaces. Occupancy or participation rates are the ratio of filled spaces to available spaces. Occupancy or participation rate issues (i.e. over- and under-capacity) can be addressed by giving residents pre-registration priority, adjustments to the price based on peak or off-peak time or a market price differential.

**Capital Assets:**

Long-term assets such as buildings, equipment, and infrastructure intended to be held and used in operations.

**Capital Budget:**

A plan of proposed capital outlays such as for infrastructure, buildings, equipment, and other long lived assets.

**Capital Improvement Plan:**

A plan for the acquisition or development of capital assets over a five year period.

**Community Benefit:**

The positive impacts resulting from a service to a community (e.g. enhance property values, provide safety, address social needs, and enhance the quality of life for residents). Direct attendance/participation in the service is not necessarily required for a community benefit to be realized.

**Consensus:**

Majority of opinion, general agreement of parties.

**Cost Accounting:**

A term for allocating all costs associated with performing a service, both direct and indirect.

**Cost Recovery:**

The degree to which the direct cost of a service is supported by fees, rates, prices, and/or alternative funding versus General Purpose Revenue subsidies.

**Customer Satisfaction:**

Degree to which the service meets, exceeds, or fails to meet user expectations.

**Daily Visitor Count:**

The number of users visiting facilities each day throughout the year.

**Direct Cost:**

All of the specific, identifiable expenses (fixed and variable) associated with providing a service.

**Enterprise Fund:**

A fund established to account for operations that are financed and operated in a manner where the costs (expenses, including depreciation) of providing services on a continuing basis are financed or recovered primarily through user fees, prices, and/or rates.

**Exclusive Use:**

Scheduled, planned, or programmed use of a facility or space that is limited or restricted to an individual or group for a specified period of time.

**For-Profit/Private Group:**

A group that does not have an IRS status that exempts it from paying taxes.

**Full Cost Recovery:**

All direct costs associated with a service are recovered by sources other than General Purpose Revenue (e.g. fees, rates, prices and/or alternative funding mechanisms).

**Fund:**

A governmental accounting tool established to record transactions related to specific services. A fund allows for tracking of services through separate accounts. Transactions are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance:**

The net worth of a fund measured by total assets minus total liabilities.

**General Purpose Revenue:**

Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of general purpose revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax, and miscellaneous other sources.

**Generally Accepted Accounting Principles (GAAP):**

Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of financial statements. They encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time.

**Government Agencies:**

Any County, federal, state, or other local governmental group/entity.

**Indirect Cost:**

Costs that are related to an activity or object but cannot attributed to a specific service or activity.

**Individual Benefit:** The advantage, use, or outcome to a group or individual using a service (e.g. promote individual physical and mental well being and provide intermediate level of skill and development).

**Market Rate Fee:**

Fee based on demand for a service. The market rate is determined by identifying all providers of an identical service (e.g. private sector providers, other municipalities, etc.) within the service area, and then setting the fee, price, and/or rate at the highest level the market will bear.

**Membership:**

The number of users that belong to a County of San Diego Parks and Recreation (DPR) club or group. Membership can be paid or unpaid.

**Minimum Service Level:**

The level of amenities, operations, and maintenance provided at a facility required to efficiently provide services to the public and to avoid disrepair.

**Net Cost:**

The difference between total direct costs and total revenues.

**Net Profit Margin (applies to all services):**

The total revenue that exceeds total direct costs.

**Non-Profit Group:**

Organizations with Internal Revenue Service (IRS) non-profit status.

**Non-Resident:**

An individual whose primary residence is outside of the service area.

**Non-User:**

Individuals who have never used DPR facilities or services.

**Off-Peak:**

Period (hour, day, season) of least demand for a particular service.

**Optimum Service Level:**

The ideal level of maintenance, staffing, types, and numbers of amenities available (e.g. picnic sites, nature trails, restrooms, recreation centers, etc.) necessary to provide efficient and high quality levels of services to the public.

**Part-time Employee:**

In concept, a regular employee that generally works less than 35 hours per week and is only eligible to receive legally mandated benefits such as Workers' Compensation and Social Security.

**Partial Cost Recovery:**

A percentage or specific dollar amount of direct costs associated with a service is supported by sources (e.g. fees, prices, rates, and/or other designated funding mechanisms such as grants, partnerships, etc.) other than General Purpose Revenue. The remaining portion of the costs will be subsidized by General Purpose Revenue.

**Participant/Guest/User/Visitor/Enrollees/Class Attendees:**

Individuals who use DPR facilities and services.

**Peak:**

Period (hour, day, season) of highest demand for services and programs.

**Performance Measures:**

The interpretation of an outcome that is relevant to the assessment of a category of service. A performance measure is a quantifiable computation that reflects the success of a service.

**Permanent Full-Time Employee:**

In concept, a regular employee that generally works 35 hours or more per week and is eligible to receive benefits.

**Price, Fee, or Rate:**

The dollar amount paid by the user for services.

**Price, Fee, or Rate Differentials:**

Variations of the price, fee or rate for a service (e.g. scholarships, “workcreation”) to a particular category of user(s) (e.g. resident/non-resident, age categories, socio-economic status, location of facility, time or season, quantity of use). Price differentials may achieve more equitable and/or efficient service delivery.

**Program:**

A structured activity offered by DPR with specific participant benefits such as education, skill development, socialization, or health.

**Resident:**

Individuals currently living within the service area.

**Revenue**

Income generated by price, fees, rates, or alternative funding sources for a particular service.

**Service:**

The performance of any duties or work or provision of facilities by DPR for the benefit of the public.

**Service Area:**

Specific geographic area from which DPR attracts users to the services it provides.

**Subsidy:**

General Purpose Revenue that is used to financially support services. Subsidy dollars provide for the service costs (direct and/or indirect) that are not covered by price, fees, rates, or alternative funding sources.

**Temporary (Seasonal) Employee:**

Non-permanent employee hired to supplement the work force, or to assist in the completion of a specific project. Temporary employees are paid hourly and receive only legally mandated benefits (such as Workers' Compensation and Social Security).

**Value:**

Participant/user expectations of the worth and quality of a service based on its intrinsic and/or monetary benefits.

**Workrecreation:**

Workrecreation is a volunteer program that offers participants the opportunity to perform work (light cleaning and maintenance in the parks or facilities, etc.) in exchange for a "Pass." For example, participants may volunteer one hour per day and for each hour of work, the participants receive one pass that can be used for admission to any of the facilities; or earn \$1 per hour credit toward the cost of most programs or admission. Workrecreation gives participants the chance to contribute to the community, help keep the parks maintained, and fosters teamwork and responsibility while enjoying some giving back fun! The program can combine work, recreation, and employment training for youth, teens, or adults.

***Values, Vision, Mission and Service Assessment Terms*****Ability:**

The quality or state of being able; power to perform; competence in doing.

**Adequate:**

Sufficient for a specific requirement; reasonably sufficient.

**Capacity:**

The potential or suitability for accommodating; the maximum amount or number that can be contained or accommodated; the facility or power to produce, perform, or deploy; capability.

**Divest:**

To reduce or eliminate resources allocated to service provision, to transfer operations of a physical asset to a third party, or to remove the asset because it is of limited value to DPR. The service is either a poor fit with DPR's values and vision, or DPR deems the service to be contrary to DPR's interest in the responsible use of resources because they are in a weak market position. The alternative coverage of the service by other providers may be high or low, and the service may or may not be economically viable or financially feasible to sustain.

**Equitable:**

Dealing fairly and justly with all concerned. Equitable does not have to mean everyone has the exact same thing, but rather that they have things that are equivalent or similar in value. Equitable levels of service can be derived from a mix of various facilities and services, and the mix can be different but still be equitable for different locations or groups of constituents. Equity can also be based on calculations that account for differences in population numbers or density, rather than on geographic distribution of amenities alone.

**Facility:**

Something that is built, installed, or established to serve a particular purpose (e.g., park playground, neighborhood park, recreation center, etc.).

**Goal:**

Broad based statements of intent. Goals are clear general statements about what DPR intends to accomplish. Goals must be connected to the mission, vision, and values of DPR.

**Mission:**

A concise statement of organizational purpose. Mission defines who you serve, what you do, how you do it, and why an organization exists.

**Objective:**

A measurable or observable achievement, and a subset of a goal. Objectives are specific operational statements that detail desired accomplishments and lead to the satisfaction of goals. Objectives should be specific, measurable, attainable, realistic, and trackable (SMART).

**Partnership:**

A cooperative venture between two or more parties with a common goal and compatible missions that combine complementary resources to establish a mutual direction or complete a mutually beneficial objective.

**Quality:**

Meeting or exceeding expectations; degree of excellence; superiority in kind.

**Services:**

Programs and experiences afforded the public through the use of park and recreation physical assets and lands. In some cases, specific programs are offered off-site (for example, staff may provide an environmental education program at a school). A service may also define a single or collection of tasks performed by the entity on behalf of the public to protect or enhance the resource, make the facility safe, useable, and accurate or allow other services or programs to continue. (e.g., natural resource management, building maintenance, life guarding, etc.)

**Service Assessment:**

An intensive review of organizational services including activities, facilities, and parklands that leads to the development of DPR **Service Portfolio**. The assessment indicates whether the service is “**core to DPR’s values and vision,**” and provides recommended strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancement or affirmation of market position. The process includes an analysis of the relevance of each service to organizational values and vision and market position, including an examination of economic viability and other competitive service availability.

**Superior:**

Of higher rank, quality, or importance; excellent of its kind.

**Sustainability:**

Meeting the needs of the present without endangering the ability of future generations to meet their own needs. Operational sustainability promotes environmental quality, enhances social benefits, and incorporates economic efficiencies.

**Target market:**

The specific market of a service (e.g., age, gender, race/ethnicity, education level, ability level, residence).

**Values:**

A set of timeless, guiding principles that influence:

- What we strongly believe about who we are and what we do
- A set of core beliefs
- What is important to DPR

Organizational values are a composite of the societal/community, member/staff, and leader/policy maker values. They are what we aspire to impart as park and recreation professionals within our community. Examples include environmental stewardship, financial sustainability, and active lifestyles.

**Vision:**

A long-range over-arching goal describing what DPR seeks to become or how they plan to impact the community in the future.

**Sources:**

GreenPlay LLC ([www.GreenPlayllc.com](http://www.GreenPlayllc.com))

The leading edge in management consulting for Parks, Recreation, Open Space and related industries.

County of San Diego ([www.sdcountry.ca.gov](http://www.sdcountry.ca.gov))

County of San Diego, California, Adopted Operational Plan, Fiscal Years 2010-11 & 2011-12

## Appendix B – The Pyramid Methodology and DPR Pyramids

### ***The Pyramid Methodology: Cost Recovery and Subsidy Allocation Philosophy***

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining DPR's financial control, equitably pricing offerings, and helping to identify core services including programs and facilities. Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately citizens. Whether or not significant changes are called for, DPR should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services. The development of a resource allocation philosophy includes the following steps:

- Step 1 – Building on DPR's Values, Vision, and Mission**
- Step 2 – Understanding the Pyramid, the Benefits Filter, and Secondary Filters**
- Step 3 – Developing Collaborative Categories of Service**
- Step 4 – Sorting DPR's Categories of Service onto the Pyramid**
- Step 5 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels**
- Step 6 – Define Direct and Indirect Costs**
- Step 7 – Establishing Subsidy/Cost Recovery Goals**
- Step 8 – Understanding and Preparing for Influential Factors and Considerations**
- Step 9 – Implementation**
- Step 10 – Evaluation**

### ***Step 1 – Building on DPR's Values, Vision, and Mission***

The premise of this process was to align DPR services with organizational values, vision, and mission. It is important that organizational values be reflected in the vision and mission. Oftentimes, mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission and a vision for the future. This was accomplished by engaging staff and community members in a discussion about a variety of Filters.

### ***Step 2 – Understanding the Pyramid, the Benefits Filter and Secondary Filters***

Filters are a series of continuums covering different ways of viewing service provision. Filters influence the final positioning of services as they relate to each other and are summarized below. The Benefits Filter, however, forms the foundation of the Pyramid Model and was used in the discussion to illustrate the cost recovery philosophy and policies for DPR.

Filter	Definition
<b>Benefit</b>	Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)
<b>Access/Type of Service</b>	Is the service available to everyone equally? Is participation or eligibility restricted by diversity factors (i.e., age, ability, skill, financial)?
<b>Organizational Responsibility</b>	Is it DPR's responsibility or obligation to provide the service based upon mission, legal mandate, or other obligation or requirement?
<b>Historical Expectations</b>	What have we always done for which we need to remain reliable?
<b>Anticipated Impacts</b>	What is the anticipated impact of the service on existing resources? On other users? On the environment? What is the anticipated impact of not providing the service?
<b>Social Value</b>	What is the perceived social value of the service by constituents, county staff and leadership, and policy makers? Is it a community builder?

### The Benefits Filter

The principal foundation of the Pyramid is the Benefits Filter. Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. This foundation and upward progression is intended to represent public parks and recreation's core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings.

### ***MOSTLY COMMUNITY Benefit***

The foundational level of the Pyramid is the largest, and includes those services, programs, and facilities which MOSTLY benefit the COMMUNITY as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of DPR's tax support would fund this level of the Pyramid.

*Examples of these services could include: the existence of the community parks and recreation system, the ability for people to visit park facilities on an informal basis, low-income or scholarship programs, park and facility planning and design, park maintenance, etc.*



***NOTE: All examples above are generic – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.***

### **CONSIDERABLE COMMUNITY Benefit**

The second and smaller level of the Pyramid represents services which promote individual physical and mental well-being and may begin to provide stewardship development. They are generally traditionally expected services and/or supervised, yet informal. These services are typically assigned expected cost recovery based upon a specified percentage of direct costs. These costs are partially offset by both a tax subsidy to account for CONSIDERABLE COMMUNITY benefit and either participant fees or alternative funding sources to account for the Individual benefit received from the service.

*Examples of these services could include: the capacity for teens and adults to visit facilities on an informal basis, resource education, community-wide events, etc.*



### **BALANCED INDIVIDUAL/COMMUNITY Benefit**

The third and even smaller level of the Pyramid represents services that promote individual physical and mental well-being, and provide skill development for targeted populations that align with the values, vision, and mission. This level provides balanced INDIVIDUAL and COMMUNITY benefit and should be priced accordingly. The individual fee, if applicable, is set to recover a higher percentage of cost than those services that fall within lower Pyramid levels.

*Examples of these services could include: summer recreational day camp, summer sports leagues, youth and senior classes, etc.*



### **CONSIDERABLE INDIVIDUAL Benefit**

The fourth and still smaller Pyramid level represents specialized services generally for specific groups, and those which may have a targeted focus. Services in this level may be priced to recover most, if not all direct cost, while some agencies may require full cost recovery.

*Examples of these services could include: specialty trips and tours and preschool.*



### **MOSTLY INDIVIDUAL Benefit**

At the top of the Pyramid, the fifth and smallest level represents services which have the potential to recover excess revenue over direct costs, may be in an enterprise fund, may be in the same market space as the private sector, or may fall outside the core mission of DPR. In this level, services should be priced to recover all direct cost in addition to a designated excess revenue percentage to begin to recover indirect expenses.

*Examples of these activities could include: private lessons, food concessions, company picnic rentals, and other facility rentals such as for weddings or other services.*



### ***Step 3 – Developing the Collaborative Categories of Service***

In order to avoid trying to determine cost recovery or subsidy allocation levels for each individual DPR service including every program, facility, experience, or property, it is advantageous to categorize DPR services into like categories (**Appendix C**). This step also included the development of category definitions that detail and define each category, along with a service inventory “checks and balance” to ensure that all DPR services belong within a developed category. Examples of Categories of Service could include: Instructional classes, special events, and concessions/vending, etc.

### ***Step 4 – Sorting DPR’s Categories of Service onto the Pyramid***

It was critical that this sorting step was done with staff, governing body, and citizen representatives involved. This is where ownership was created for the philosophy, while participants discovered the current and possibly varied operating histories, cultures, and organizational values, vision, and mission. It was the time to develop consensus and get everyone on the same page – the page that was written together. This effort reflected the community and aligned with the thinking of policy makers.

#### **Sample Policy Development Language:**

DPR brought staff from across DPR, County leadership, and citizens together to sort existing programs into each level of the Pyramid. The process was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different people had to say about serving culturally and economically varied segments of the community, about historic versus active-use parks, about the importance of adult versus youth versus senior activities, and other philosophical and values-based discussions. This process got at both the “what” and “why” with the intention of identifying common ground and consensus.

### ***Step 5 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels***

This step established the expectation that DPR will confirm or determine current cost recovery and subsidy allocation levels by service area. This included consideration of revenues sources and services costs or expenses. Typically, staff may not be cost accounting consistently, and these inconsistencies become apparent. Results of this step confirmed that DPR staff members know what it costs to provide services to the community, whether staff has the capacity or resources necessary to account for and track costs, whether accurate cost recovery levels can be identified, and whether cost centers or general ledger line items align with how DPR may want to track these costs in the future.

### ***Step 6 – Defining Direct and Indirect Costs***

The definition of direct and indirect costs can vary from agency to agency. What is important is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include all of the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs. Defining direct costs, along with examples and relative formulas was necessary during this step.

Indirect costs typically encompass overhead (fixed and variable), including the administrative costs of DPR. These costs would exist without any specific service but may also be attributed to a specific DPR operation (in which case they are direct expenses of that operation). If desired, all or a portion of indirect costs can be allocated, in which case they become a direct cost allocation; however, DPR only attributed direct costs of service provision.

## Step 7 – Establishing Cost Recovery/Subsidy Goals

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It was more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When completed, we reversed thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole with an emphasis on where the majority of expenditures are invested for each level. This step identified what the current subsidy level was for the services sorted into each level. There was quite a range within each level, and some services even overlap with other levels of the pyramid. This was rectified in the final steps.

This step is reflective of the DPR community values and aligns with the thinking of policy makers regarding the broad picture financial goals and objectives.

### Examples

*Categories in the bottom level of the Pyramid may be completely or mostly subsidized, with DPR having established limited cost recovery to convey the value of the experience to the user. An established 90-100% subsidy articulates the significant community benefit resulting from these categories. The top level of the Pyramid may range from 0% subsidy to 50% excess revenues above all costs, or more.*

## Step 8 – Understanding and Preparing for Influential Factors and Considerations

Inherent to sorting programs onto the Pyramid model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors also follow a continuum; however, they do not necessarily follow the five levels like the Benefits Filter. In other words, a specific continuum may fall completely within the first two levels of the Pyramid. These factors can aid in determining core versus ancillary services. These factors represent a layering effect and should be used to make adjustments to an initial placement on the Pyramid.

**THE COMMITMENT FACTOR:** What is the intensity of the program; what is the commitment of the participant?



**THE TRENDS FACTOR:** Is the program or service tried and true, or is it a fad?



**THE POLITICAL FILTER:** What is out of our control?

This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid.

**THE MARKETING FACTOR:** What is the effect of the program in attracting customers?



**THE RELATIVE COST TO PROVIDE FACTOR:** What is the cost per participant?



**THE ECONOMIC CONDITIONS FACTOR:** What are the financial realities of the community?



**FINANCIAL GOALS FACTOR:** Are we targeting a financial goal such as increasing sustainability, decreasing subsidy reliance?



## ***Step 9 – Implementation***

Across the country, ranges in overall cost recovery levels can vary from less than 10% to well over 100%. DPR sets their goals based upon values, vision, mission, stakeholder input, funding, and/or other criteria. This process was completed to determine present cost recovery levels, and DPR may need to increase cost recovery levels in the future to meet budget targets. Sometimes, simply implementing a policy to develop equity is enough without a concerted effort to increase revenues. Upon completion of steps 1-8, DPR is positioned to illustrate and articulate where it has been and where it is heading from a financial perspective.

## ***Step 10 – Evaluation***

The results of this process will be used to:

- Articulate and illustrate a comprehensive cost recovery and subsidy allocation philosophy
- Train staff at all levels as to why and how things are priced the way they are
- Shift subsidy to where it is most appropriately needed
- Benchmark future financial performance
- Enhance financial sustainability
- Recommend service reductions to meet budget subsidy targets, or show how revenues can be increased as an alternative
- Justifiably price new services

## ***Consensus Pyramid***

A consensus pyramid from public process was created along with recommendations for minor adjustments (the final DPR pyramid follows). The target cost recovery percentages were established based on current cost recovery when all direct costs were allocated, and with the goal of increasing cost recovery for DPR.

**Consultant recommended (indicated by \*), and DPR accepted modifications to the Consensus Pyramid (see next page for final tiers):**

**Inclusion Services and the Volunteer Program** was on level 2; consultant recommended moving these to level 1 due to Federal Mandate (ADA) and by weighting toward public and Leadership Summit input.

**Classes, Workshops and Clinics** – It was a general consensus from the workshop participants, that adults be one level higher than youth, emphasizing a greater community benefit for youth services, and aligning with the values, vision and mission of DPR. All levels were originally combined.

**Long Term Leases** were originally separated into regular or commercial leases (like cell towers or agricultural) and leases with agency partners (through DPR agreement for agencies with aligned missions) due to disparity of responses. While consensus slotted this service on level three, discussion indicated that they should be separated and partners should be lower with regular or commercial leases higher on the pyramid using the beneficiary filter.

**The Target Tier Minimum Cost Recovery Percentages** were established by analyzing to which category or categories of service the majority of resources were allocated by each tier or level, coupled with typically current cost recovery based on the definitions of direct and indirect costs. The Target Tier Minimum Cost Recovery Percentages are only attempting to recover direct cost of service provision, not all costs, or fully loaded (direct and indirect) costs.

## ***Cost Center Pyramids***

In addition to defining costs and target tier minimum cost recovery percentages, specific cost centers were also defined. Four supplemental cost center pyramids were created to assist in financial management practices. They include:

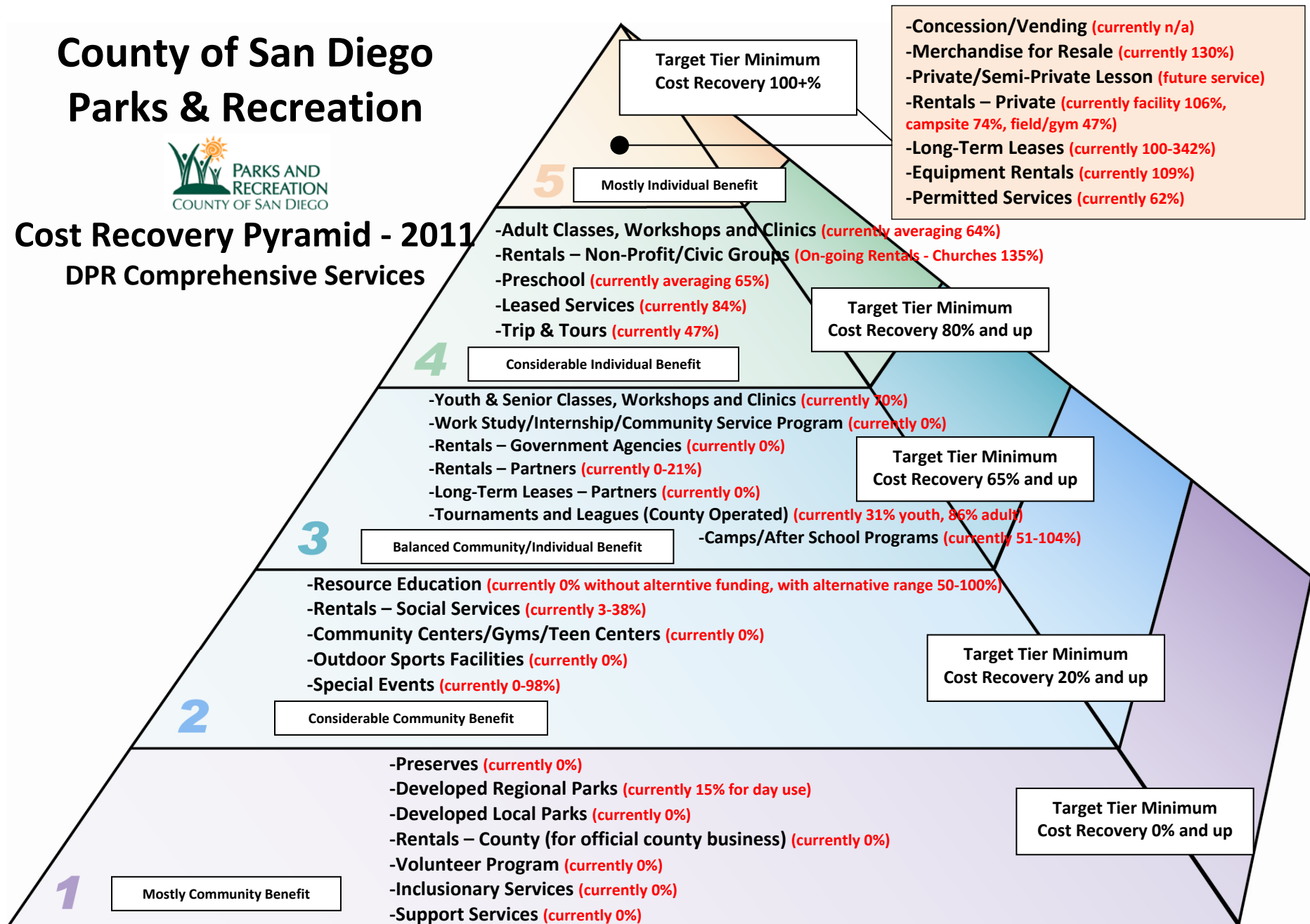
- Park Operations
- Community Centers with Programming
- Teen Centers with Programming
- Sports

**(see subsequent pages following the consensus pyramid for cost center pyramids)**

# County of San Diego Parks & Recreation



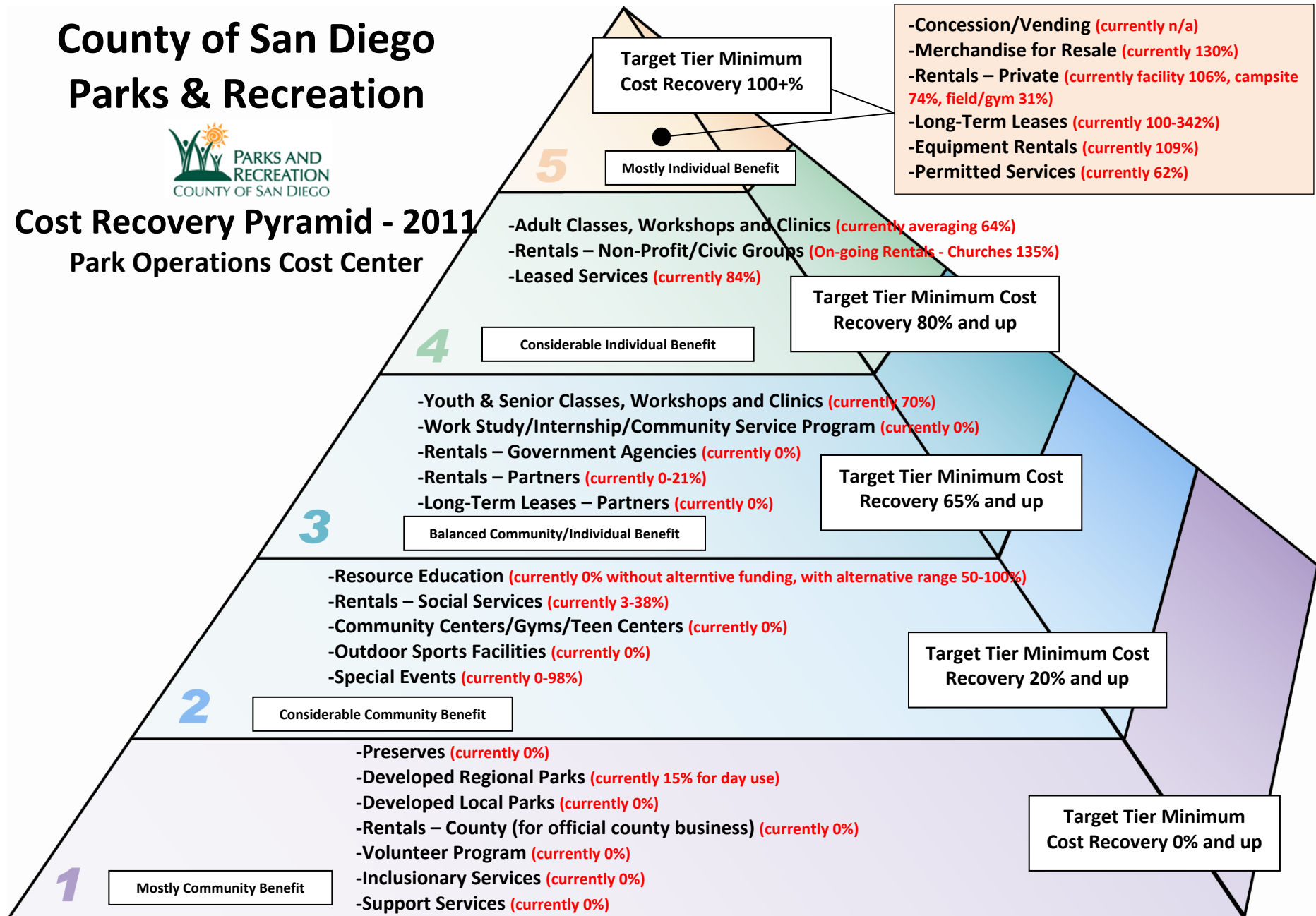
## Cost Recovery Pyramid - 2011 DPR Comprehensive Services



# County of San Diego Parks & Recreation



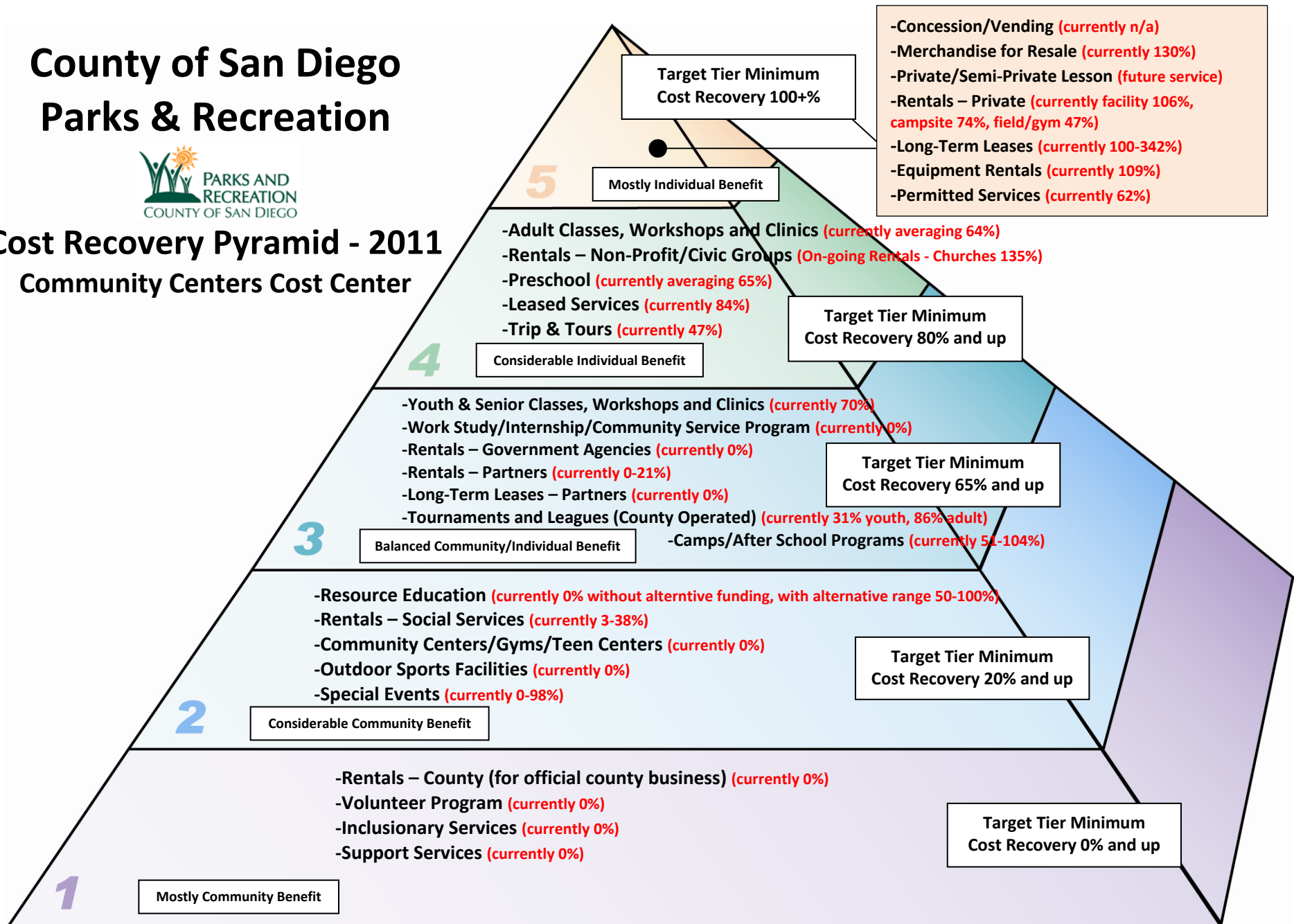
## Cost Recovery Pyramid - 2011 Park Operations Cost Center



# County of San Diego Parks & Recreation



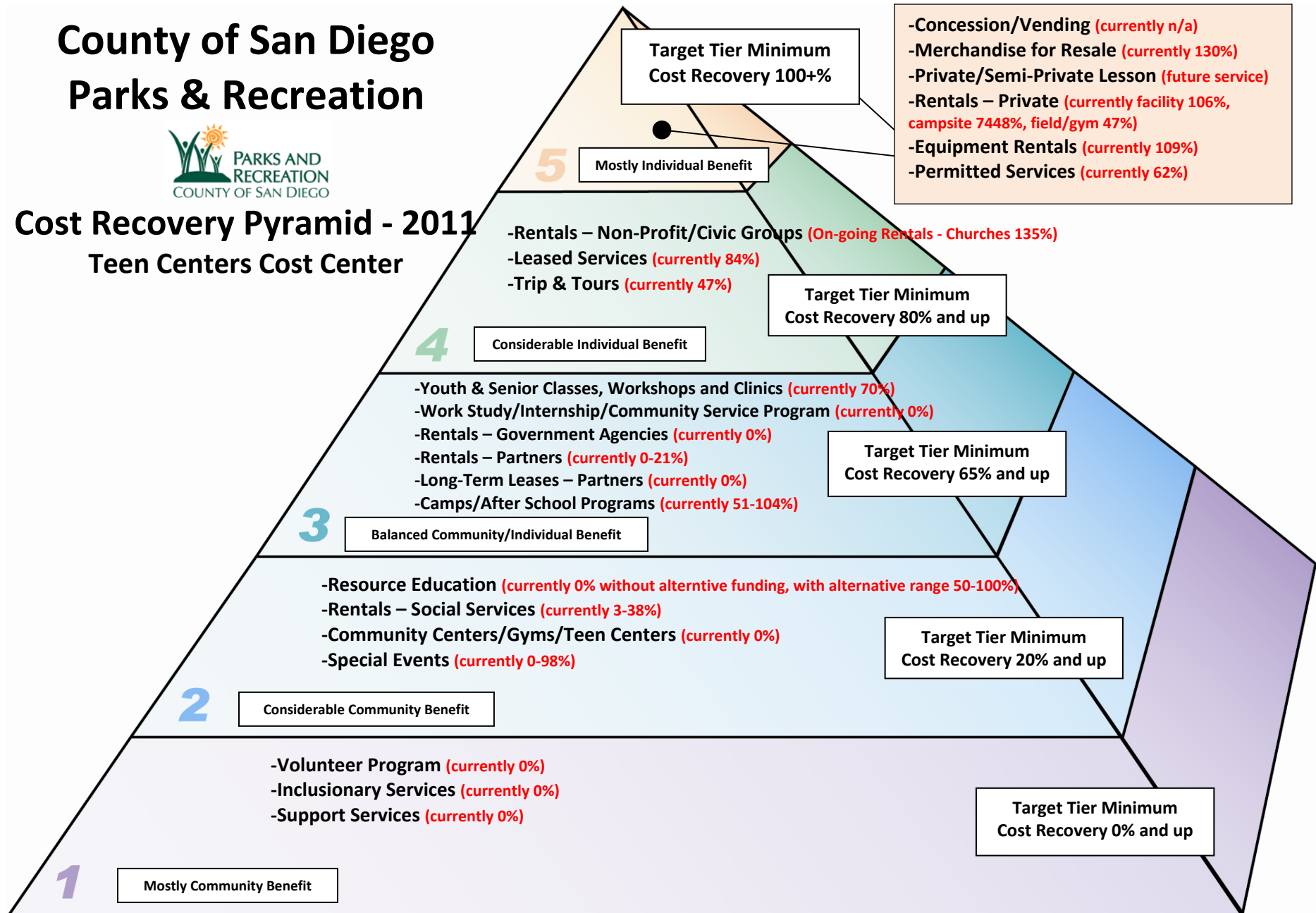
## Cost Recovery Pyramid - 2011 Community Centers Cost Center



# County of San Diego Parks & Recreation



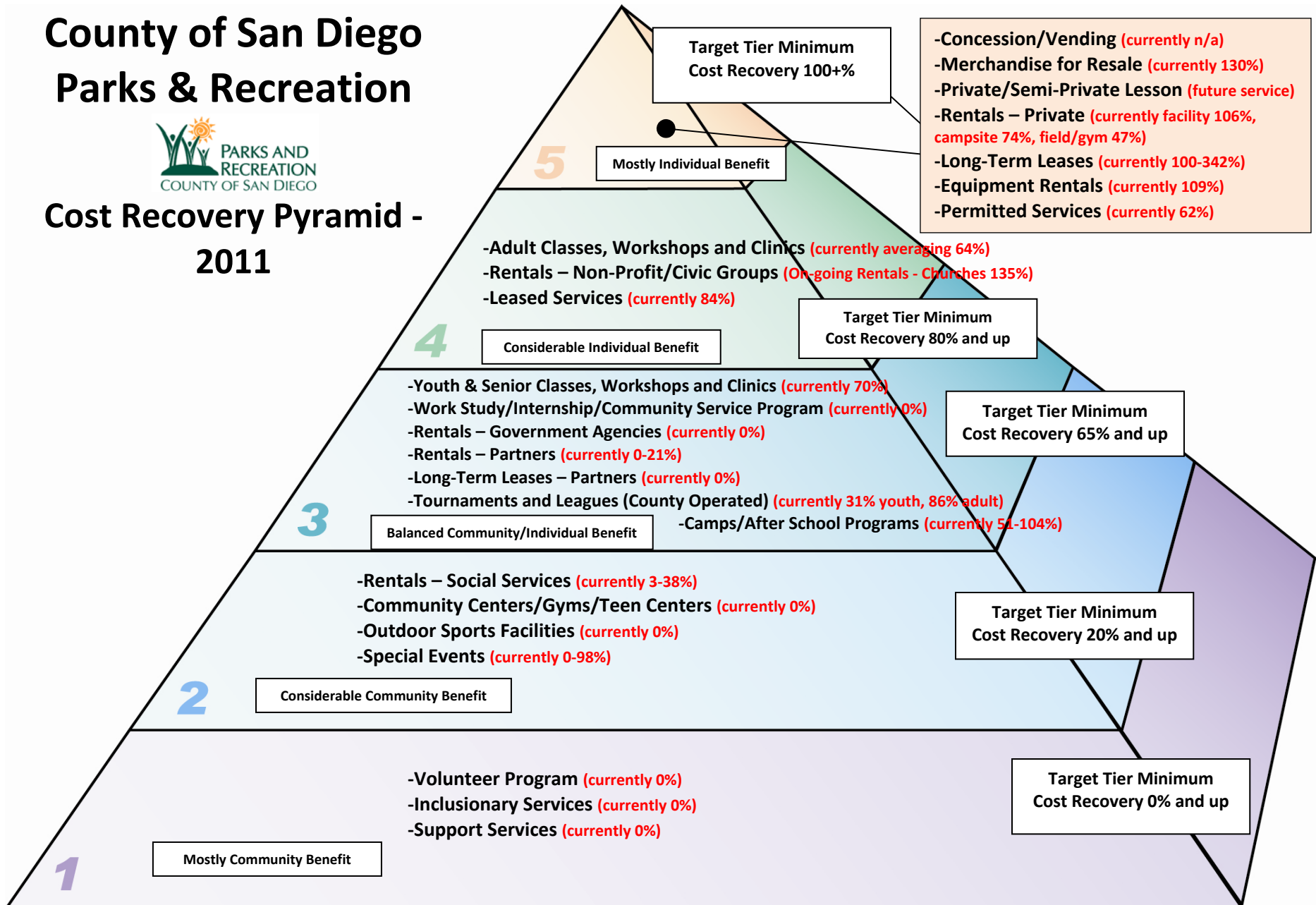
## Cost Recovery Pyramid - 2011 Teen Centers Cost Center



# County of San Diego Parks & Recreation



## Cost Recovery Pyramid - 2011



## Appendix C - Categories of Service

### Final County of San Diego Department of Parks and Recreation (DPR) Categories of Service

Prior to sorting each service onto the Pyramid, the Project Team was responsible for creating DPR's Categories of Services, including definitions. These thirty categories of services and their definitions are summarized below.

#### DPR - CATEGORIES OF SERVICE

**Adult Classes, Workshops, and Clinics** – all levels of group recreational and/or instructional programs and activities for adults including educational classes and athletics operated, taught, or managed by DPR through contract or staff.

**Camps/After School Programs** – non-licensed recreational and child care camps, school break programs, and after school programs with a social, child care and/or recreational focus and specific instructional or skills programs (ex: Day Camps, ASES, Summer Camps, Sports Camps, Science Camps, etc.).

**Community Centers/Gyms/Teen Centers** – provides for drop-in use of a recreation facility/activity that is non-registered and non-instructed, and are supervised by DPR staff/volunteers.

**Concession and Vending** – in-house or contracted food and beverage sold for individual use or consumption.

**Developed Regional Parks** – provides for drop-in open access to regional parks and associated infrastructure, and may or may not include DPR staff/volunteer supervision (ex: day use parks, playgrounds, splash park/water playground, campgrounds, trails, historical sites, self-guided tours, outdoor sports courts, etc.).

**Developed Local Parks** – provides drop-in open access to local parks and associated infrastructure, and may or may not include DPR staff/volunteer supervision (ex: neighborhood parks, playgrounds, etc.).

**Equipment Rentals** – various DPR-owned equipment available to use or borrow for a fee (ex: banquet chairs/tables, audio/video equipment, boats, sports equipment).

**Inclusion Services** – provides for reasonable accommodation and programs to any DPR activity, park and/or facility providing leisure opportunities to people with disabilities. Inclusion services are intended to comply with the Americans with Disabilities Act (ADA federal mandate).

**Leased Services** – facility and program management or scheduling services provided by DPR through contract to outside groups or other agencies (ex: development review).

**Long-Term Leases** – rentals for exclusive use of spaces and facilities for ongoing or multiple time-periods by a private individual, group, non-profit, or for-profit business (agricultural leases, federally mandated communication leases, and easements).

**Long-Term Leases – Partners** – rentals for exclusive use of spaces and facilities for ongoing or multiple time-periods by an organization (often non-profit) through DPR agreement with partners who have aligned missions.\*

**Merchandise for Resale** – merchandise sold for individual use.

**Outdoor Sports Facilities** – provides for drop-in open access to outdoor sports facilities and associated infrastructure which is non-scheduled, non-structured, and not exclusive use, and may or may not include DPR staff/volunteer supervision (ex: outdoor basketball courts, tennis courts, sand volleyball courts, multi-use and sport specific fields, skateparks, etc.).

**Permit Services** – non-rental permit services for filming/photography rights, parking, concession/vending cart operations, special events by others, etc.

**Preschool** – structured curriculum-based licensed or license exempt education and enrichment programs for children 2.5-5 years old that prepare them for kindergarten. Programs may or may not include full day childcare.

**Preserves** – provides for open access to undeveloped nature preserves, visitor centers, and associated infrastructure such as trails, and may or may not include DPR staff/volunteer supervision.

**Private/Semi-Private Lessons** – lessons arranged for one to three students with a specific instructor and/or time.

**Rentals – County** – rentals for exclusive use of spaces and facilities on a one-time or ongoing basis to other County departments for official county business. *(There is a county policy against self-charging for official county business. If rental is for non-official business such as holiday parties, then charging a fee is possible).*

**Rentals – Government Agencies** – rentals for exclusive use of spaces and facilities on a one-time or ongoing basis to other governmental groups (ex: state or city meetings/trainings, council meetings, school districts, etc.) for official government business.

**Rentals - Non-Profit/Civic** – rentals for exclusive use of spaces and facilities on a one-time or one season basis by a 501 (c)(3) or (c)(4) non-profit/civic agency for a non-fundraising or admission event or activity.\*

**Rentals – Partners** – rentals for exclusive use of spaces and facilities on a one-time, ongoing, or one season basis through DPR agreement with partners who have aligned missions.\*

**Rentals – Private** – rentals for exclusive use of spaces and facilities on a one-time or one season basis by a private individual, group, or for-profit business (room rental, camping site, tennis court permit, shelter permit, facility rental, community garden, boat mooring, etc.).\*

**Rentals – Social Services** – rentals of exclusive use of a community center on a one-time or ongoing basis to groups identified as services that are offered by DPR to provide a social, wellness, or safety benefit that do not fit into other traditional park and recreation instructional, special event and/or athletics offerings (ex: tax preparation services, senior meal programs, flu shots, WIC, literacy, blood pressure clinic, AARP driving course, etc.). Events or activities must be non-fundraising and no participation fees may be charged.

**Resource Education** – a scheduled youth experience for outdoor/historical/cultural environment program/class that may or may not involve school curriculum (ex: Outdoor Adventure, Discovery Kits, etc.).

**Special Events** – community-wide events typically offered on an annual basis that may or may not require registration (ex: Battle of The Bands, Health Fair, Holiday Festivals, Movies in the Park, National Trails Day, Arbor Day, etc.)

**Support Services** – services and facilities that are provided by the staff and volunteers that support the administration, operations, and/or general County operations (ex: information technology, financial, human resources, department-wide marketing, internal trainings, Advisory Board, risk management services, director and assistant directors offices, etc.) These services are considered in-direct costs to service provision and must be fully supported by tax subsidy.

**Trips and Tours** – day, overnight, and extended trips that provide opportunities for participants to visit selected destinations.

**Tournaments and Leagues (County Operated)** – scheduled one-time sporting and/or multi-game events for youth or adults that are organized and/or managed by DPR may or may not be officiated and/or judged, and may or may not be scored, providing a team experience for participants with the intent to play a game/match-format or to compete (ex: tennis, softball, basketball, swimming, baseball, soccer). DPR is the principal provider.

**Volunteer Program** – management of opportunities for individuals or groups to donate their time and effort to a structured or scheduled experience (ex: adopt-a-park, adopt-a-field, trail maintenance, museum docent, park host, etc.).

**Work Study/Internship/Community Service Program** – services that support educational or repayment requirement.

**Youth and Senior Classes, Workshops, and Clinics** – all levels of group recreational and/or instructional programs and activities for youth or seniors including educational classes and athletics operated, taught, or managed by DPR through contract or staff.

\* DPR reserves the right to co-sponsor rentals that align with their values, vision, mission and county initiatives. These may be something that DPR would do if they had the resources.

**THIS PAGE INTENTIONALLY LEFT BLANK**

## Appendix D – Ability to Pay and Sample Fee Reduction/Waiver or Scholarship Policy

Since park and recreation services exist to benefit the community as a whole, ability to pay is an issue for all age groups and all persons of varying ability or participation levels. A fee reduction/waiver or scholarship policy is intended to provide an objective way to provide recreation and leisure opportunities at a reduced rate to citizens of DPR with economic need. Ability to pay should not be a factor for participation.

Fee reductions, waivers, or scholarship programs have been traditionally designed to be used by the youth, while fee differentials are often used for socio-economic factors, or reductions based on age groups. The fee reduction/waiver or scholarship policy is often designed to follow the free and reduced school lunch program guidelines using annual household income thresholds to determine eligibility.

It is recommended that the fee reduction/waiver or scholarship policy be revised and expanded to include all persons facing difficulties with ability to pay. A simple application procedure along with consistent and fair proof of eligibility should be implemented. Eligibility requirements might be expanded to include proof of Medicare or Social Security beneficiary, or be based on the HUD scale. Often, the agency works directly with the appropriate social services agency to provide a means of identification of residents meeting eligibility requirements. Other criteria can include income verification although this is often not a reliable indicator of ability to pay for retired persons.

Review and modify, as necessary, the current fee reduction/waiver or scholarship program and guidelines.

- Analyze the existing acceptable standards and processes to ensure that they are addressing the need and are non-discriminatory.
- Participants should be able to engage in activities without obstacles.
- Develop a marketing campaign and a process that makes it easier for objective identification and participation for individuals meeting eligibility criteria.
- Employ tracking mechanisms scholarship use and seek funding sources.

Depending upon the systems in place for identification of need, residents may (typically) be subsidized between a certain range of percentage or at more than one level depending upon need. Often, there is a per year maximum benefit per person or household. Some agencies restrict scholarship use for daily admission, introductory programs, and those fee-based services providing mostly community benefit or balanced community/individual benefit.

Sometimes, the agency may subsidize the level of cost recovery for services for persons with economic need or for other targeted populations, as determined by the governing authority, through tax-supported fee reductions, scholarships, grants or other methods. The governing authority or its designee may also approve exceptional fees or fee waivers upon determinations that such fee arrangements will benefit the public interest.

## Sample Fee Reduction/Waiver or Scholarship Policy

### **Willamalane Parks and Recreation District in Springfield, OR**

#### **Scholarship/Fee Reduction Policy:**

The scholarship or fee reduction policy is intended to provide recreation and leisure opportunities at a reduced rate to citizens of the agency with economic need.

Ability to pay should not be a factor for participation. A dollar amount will be appropriated for the scholarship fund during each annual budget planning process. Willamalane will adhere to the existing federal government's poverty-level guidelines when determining an applicant's eligibility.

The total of fee waivers granted to one individual is limited to \$100 per fiscal year. Family members are not allowed to use other family members' allotted \$100. All applicants need to reapply at the end of the fiscal year. Fee waiver recipients are not eligible for refunds above the dollar amount they paid. The District reserves the right to exempt an activity or program from the Fee Waiver Policy upon approval of a Division director or the superintendent.

Fee waivers are not applicable to: nonrefundable registration fees, program supplies fees, single daily admissions, including special events, team fees, facility rental fees, park reservation fees, program packages (birthday parties at LPSC, etc.), special group tours, concession/store items, third-party billings (e.g., insurance companies, Adult and Family Services Division (AFS\*), vocational rehabilitation). Fee waiver can be used only after third-party payment has been made and the total cost is not covered.

*\*AFS pays for child-care programs for some children. As requested by the AFS, these patrons can only use the fee waiver to pay for any over-limit amount they incur. They cannot use the fee waiver for their copay amount.*

#### **Fee Waiver Procedure:**

The facility office staff member who receives the completed application form will approve or deny the application based on whether the applicant meets the established criteria. For approval, the patron needs to present a food-stamp card, Women/Infant/Children card, medical card, or their past year's tax return. If they do not have any of the above, they will be asked to produce a paycheck stub which will be checked against the federal poverty-level guidelines (updated yearly.) Upon approval of a fee-waiver request, the applicant is informed by the appropriate facility office staff member. Upon denial of a fee-waiver request, the applicant is informed in writing by the appropriate facility office staff member.

## Appendix E – Federal and State Funding Resources and Green Resources, Practices, and Strategic Initiatives

The following is a list of federal and state taxation resources, programs and grants. Some are used by DPR or may be available to them in the future.

- Safe Routes to Schools Initiatives at: [www.saferoutesinfo.org](http://www.saferoutesinfo.org). “This national movement creates safe, convenient, and fun opportunities for children to bicycle and walk to school.” According to the June 2006 issue of *Parks and Recreation*, the official magazine of the National Recreation and Park Association, “Local park and recreation agencies often own or manage much of the land surrounding local schools and connecting local neighborhoods.”
- Next Generation of Service Grants.
- Cooperative Agreements for the Comprehensive Community.
- Mental Health Services Program for Children and their Families.
- Adolescent Family Life Grants.
- AmeriCorps\* National Service Resources.
- Governors' Grants for Drug and Violence Prevention.
- Community Services Block Grant Program - *DPR currently uses this strategy.*
- Urban and Community Forestry for and with Minority and Underserved Populations.
- 21st Century Community Learning Centers - *DPR currently uses this strategy.*

### National Association of Counties (NACo)

[www.naco.org](http://www.naco.org)

#### **Five Star Restoration Grants**

Five Star provides \$10,000 to \$40,000 grants on a competitive basis to support community-based wetland, riparian, and coastal habitat restoration projects that build diverse partnerships and foster local natural resource stewardship through education, outreach, and training activities.

Project sites may be public land (parks, streams, school campuses) or private land such as corporate facilities. Because public participation is paramount in community-based restoration, these sites should be accessible to the community.

The Five Star Restoration Program is a partnership among the National Association of Counties (NACo), the National Fish and Wildlife Foundation (NFWF), the Environmental Protection Agency (EPA), the Wildlife Habitat Council (WHC), and corporate sponsors Southern Company and Pacific Gas and Electric (PG&E).

#### **Energy Efficiency and Conservation Block Grants (EECBG)**

NACo knows what great opportunities the Energy Efficiency and Conservation Block Grant has provided for counties. At the same time, it is well aware of the time and effort it takes to manage these significant grants. As a result, it is working to ensure that counties have the knowledge and tools necessary to navigate EECBG grant opportunities. It understands that challenges can arise, and is available to help.

NACo is able to:

- Help DPR better understand the guidance and requirements coming from the U.S. Department of Energy
- Connect DPR with experts to help ensure the best use of resources
- Connect DPR with peer counties tackling similar projects
- Help DPR develop programs to leverage funding beyond the grant period

### ***Federal Grant Database***

NACo's Members can access the Federal Grants Database that lists all federal program grants for which county governments are eligible.

### **Section 6 of the Endangered Species Act**

#### **Cooperative Endangered Species Conservation Fund**

[http://www.fws.gov/midwest/endangered/grants/S6\\_grants.html](http://www.fws.gov/midwest/endangered/grants/S6_grants.html)

The Cooperative Endangered Species Conservation Fund (Section 6 of the Endangered Species Act) provides funding to States and Territories for species and habitat conservation actions on non-Federal lands. States and Territories must contribute a minimum non-Federal match of 25 percent for the estimated program costs of approved projects, or 10 percent when two or more States or Territories implement a joint project. A State or Territory must currently have, or enter into a cooperative agreement with the U.S. Fish and Wildlife Service (Service) to receive grant funds.

Four grant programs are available through the Cooperative Endangered Species Conservation Fund. They include the "Traditional" Conservation Grants and the "Nontraditional" Grants: Habitat Conservation Plan Land Acquisition, Habitat Conservation Planning Assistance, and Recovery Land Acquisition Grants.

### **Land and Water Conservation Funds (LWCF)**

[www.nps.gov/lwcf](http://www.nps.gov/lwcf)

The Land and Water Conservation Fund grant program provides up to 50 percent reimbursement assistance for state and local government subdivisions (towns, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas. Funding is issued at the state's discretion – determining how much of that funding will be made available for local government.

Congress determines proposed funding for LWCF. The federal government provides up to 50 percent reimbursement for a public outdoor recreation project through each LWCF grant, while the local agency is responsible for the remainder. Federal funds supporting the LWCF program come from offshore oil lease revenues and other non-tax sources.

LWCF allocations for each State or Territory are determined by a formula based on law and subsequent approval of a "certificate of apportionment" by the Secretary of the Interior. As of this writing, the fate of LWCF is unsure.

### ***How States Plan and Select Projects***

To be eligible for grants, every State must prepare and regularly update a statewide recreation plan (sometimes called a SCORP). Most SCORPs address the demand for and supply of recreation resources (local, state, and federal) within a state, identify needs and new opportunities for recreation improvements, and set forth an implementation program to meet the goals identified by its citizens and elected leaders.

When a State's current plan has been approved by the appropriate field office of the National Park Service, all grant applications submitted must be in accord with the priorities listed in its action plan. To make the connection between the SCORP and concrete project proposals, each State also develops an Open Project Selection Process that contains:

- A set of project-ranking selection criteria that allows scoring of each project proposal according to how well it meets the needs and priorities published in the State recreation plan.
- A process (usually scheduled annually) to ensure that all eligible applicants are notified of funding availability, application deadlines, and selection criteria when a new project selection cycle starts.

In most years, all States receive individual allocations (apportionments) of LWCF grant funds based on a national formula (with state population being the most influential factor). States then initiate a statewide competition for the amount available (including the new year's allocation, any previous year allocations, and any amounts "recovered" due to cost under runs on previously funded projects). Applications are received by the State and are scored and ranked according to the project selection criteria. Only the top-ranked projects (up to the total amount available that year) are chosen for funding. "Winning" applications are then forwarded to the National Park Service for formal approval and allocation of federal grant monies. Each State has its own priorities and selection criteria (tailored to its own particular needs and unique opportunities). Because individual States make the decision as to which projects will receive LWCF grants, the first step for DPR is to contact the cooperating State office to find out about local application deadlines, state priorities and selection criteria, and to determine what documentation is required to justify a grant award. Interested applicants should call or write the appropriate state agency to request application information. *DPR currently uses this strategy.*

### ***Other State Funding Resources***

#### **Special Sales Tax**

Some cities, counties, and states have passed a ½ cent or percentage of a cent sales tax to be used for a specific purpose such as cultural arts, parks and recreation, open space, etc.

#### **Admission Tax - Attraction/Entertainment Tax**

Some cities and counties have a tax on all attraction/entertainment fees. Every business receiving payment for admission is required to collect the amount of the admissions tax from the person making the admission payment at the time the admission charge is paid.

#### **Wheel Tax on Cars/Vehicles**

Some cities and counties have a sticker tax on vehicles based on the type of vehicle. This allows for park agencies to receive a portion of this money to cover the costs of roads, hard surface paths, and parking lots associated with parks.

**Transient Occupancy Tax**

Transient Occupancy Tax (TOT) is levied for the privilege of occupying a room or rooms or other living space in a hotel, inn, tourist home or house, motel, or other lodging (Hotel, Motel, Camping, Temporary Lodging) for a period of 30 days or less.

**Hotel, Motel, Camping, Temporary Lodging, and Restaurant Tax**

Tax based on gross receipts from charges and meals services may be used to build and operate sports fields, tennis courts, and other special park and recreation facilities.

**Sin Tax or Sumptuary Tax**

Sin tax is a euphemism for a tax specifically levied on such goods as alcohol and tobacco. Sin taxes are often enacted for special projects (American cities and counties have used them to pay for stadiums) when increasing income or property taxes would be politically unviable. The proper name for such taxes is sumptuary tax.

**Cigarette Tax (sumptuary tax)**

In some states, the sales tax gain by the state for cigarettes is redistributed to cities and counties for programs to teach and curb youth smoking through effective prevention recreation programs.

***Other Related California Legislation*****Integrated Financing Act**

This legislation creates an alternative method for collecting assessments levied under the Landscaping and Lighting Act, the Vehicle Parking District Law, and the Park and Playground Act. The act applies to all local agencies and may be used to cover the costs of planning, designing, and constructing capital facilities authorized by the applicable financing act, may finance all or part of the principal and interest on debt incurred pursuant to the applicable financing act and may be used to reimburse a private investor in the project. The Integrated Financing Act serves two unique functions: (1) It can levy an assessment that is contingent upon future land development and is payable upon approval of a subdivision map or zone change or the receipt of building permits. (2) It allows DPR to enter into an agreement with a private investor who gets reimbursed for funds advanced to the agency for the project being financed.

**Facilities Benefit Assessment**

The FBA ordinance establishes areas of benefit to be assessed for needed improvements in newly developing areas. Each parcel within an area of benefit is apportioned a share of the total assessment for all improvements (including those required for later development phases) which is then recorded on the assessment roll. Assessments are liens on private property. Upon application for a building permit, the owner of the parcel must pay the entire assessment (the payment is pro-rated only if a portion of the parcel is being developed at one time). Payment releases DPR's lien on the property. The funds that are collected are placed in separate accounts to be used for the needed improvements and do not exceed the actual cost of the improvements plus incidental administrative costs.

## **California State and Local Government Development Revenue Sources**

The following agencies and sources were used to research California specific land dedication and funding mechanisms. They are included here as a future informational reference.

- **California State Department of Natural Resources**
- **California Parks and Recreation Society**
- **California Tax Data – [www.californiataxdata.com](http://www.californiataxdata.com)**

### **California-Specific Land Dedication and Funding Mechanisms**

The following relevant legislation impacts California’s land dedication and development finance funding and is explained in detail.

#### **Quimby Act - California**

*Source: **Quimby Act 101 An Abbreviated Overview** by Laura Westrup, Planning Division California State Parks, summer 2002, volume 58, No. 3, Page 8*

Since the passage of the 1975 Quimby Act (California Government Code §66477), cities and counties have been authorized to pass ordinances requiring that developers set aside land, donate conservation easements, or pay fees for park improvements. Revenues generated through the Quimby Act cannot be used for the operation and maintenance of park facilities.

The goal of the Quimby Act was to require developers to help mitigate the impact of property improvements. The act gives authority for passage of land dedication ordinances only to cities and counties. Special districts must work with cities, and/or counties to receive parkland dedication and/or in-lieu fees. The fees must be paid and land conveyed directly to the local public agencies that provide community-wide park and recreation services.

When California voters approved the local property tax relief initiative, Proposition 13, in 1978, property taxes were essentially frozen, thus limiting local government’s financing options. In addition, federal and state mandates without reimbursements also put pressure on already stretched recreation and park agency budgets. Local agencies needed to become more resourceful in locating funding options and turned to Quimby, Mello-Roos, development impact fees, developer agreements (informal agreements requiring additional exactions) fee concession operations, facility leases, non-profits, commercialization, and competitive grants to sustain their budgets.

Local agencies have found that the Quimby Act provides a consistent means of providing parks for many California communities and helps supplement strained agency budgets. While the Quimby Act is not an “end-all” in being able to provide sufficient dollars for land acquisition and park development, many agencies agree that it is a good start.

Originally, the Act was designed to ensure “adequate” open space acreage in jurisdictions adopting Quimby Act standards (e.g., 3-5 acres per 1,000 residents). In some California communities, the acreage fee can get very high where the property values are high, and many local governments do not differentiate with their Quimby fees between infill projects and green belt developments.

**Amendments to Quimby:**

In 1982, the act was substantially amended. The amendments further defined acceptable uses of or restrictions on Quimby funds, provided acreage/population standards and formulas for determining the exaction, and indicated that the exactions must be closely tied (nexus) to a project's impacts as identified through traffic studies required by the California Environmental Quality Act (CEQA).

Exaction abuses coupled with an economic recession and political changes – stronger “private property” rights advocacy – brought about a builders’ backlash of perceived loopholes prompting California legislation AB 1600 (California Government Code §66025). Exaction is the process of shifting expenses forward to new development projects for the cost of infrastructure. Parkland and/or development of recreation facilities can be exacted from the developer as land, cash-in-lieu of land, and/or impact fee as a condition of subdivision map approval.

The 1982 amendment to Quimby was designed to hold local governments accountable for imposing park development fees, hence the 1982 amendment to Quimby. AB 1600 requires agencies to clearly show a reasonable relationship between the public need for the recreation facility or park land and the type of development project upon which the fee is imposed. Cities and counties were required to be more accountable and to again show a strong direct relationship or nexus between the park fee exactions and the proposed project. Local ordinances must now include definite standards for determining the proportion of the subdivision to be dedicated and the amount of the fee to be paid.

Pressure to further revise the Quimby Act has come from a variety of sources, including governmental officials, the building industry, homeowners, and environmental groups. In recent months, AB 2936 has been introduced authorizing Quimby funds to be used for the planning of new parks and for community master planning purposes.

The subject of park fees and the possibility of an ordinance revision can quickly polarize local policy makers and community leaders. Community involvement is crucial to any suggestion of Quimby revision. Reliable data on costs of acquisition, development, and values of competing communities is essential to keep the debate as objective as possible. Formal public hearings conducted by the decision making bodies and staff must be held before approval of the ordinance, keeping everyone apprised of developments throughout the process.

**How Quimby Works:**

Typically, the City/County Planning staff develops Quimby Act ordinances with the assistance from the City/County Attorney. Implementation of a Quimby ordinance begins once a developer files an application for a development project with a tentative subdivision parcel map. The tentative map goes to a review committee that makes recommendations on the proposed map. Comments are sent to the planning department and used for a public hearing, with the outcome being a recommended action for the city council or county board of supervisors. If denied, the tentative map is sent back to the developer for revision.

The final map is reviewed by all of the appropriate agencies for conformance with conditions before going to a final public hearing and approval, or disapproval, by the city council/county board of supervisors, at which time fees are paid. If approved, the final map is filed with the county recorder.

### ***Mello-Roos Community Facilities District - California***

Source: “*What is Mello-Roos?*” [www.californiataxdata.com](http://www.californiataxdata.com)

In 1978, Californians enacted Proposition 13, which limited the ability of local public agencies to increase property taxes based on a property’s assessed value. In 1982, the Mello-Roos Community Facilities Act of 1982 (Government Code §53311-53368.3) was created to provide an alternate method of financing needed improvements and services. The Act allows any county, city, special district, school district, or joint powers authority to establish a Mello-Roos Community Facilities District (a “CFD”) which allows for financing of public improvements and services. The services and improvements that Mello-Roos CFDs can finance include streets, sewer systems and other basic infrastructure, police protection, fire protection, ambulance services, schools, parks, libraries, museums, and other cultural facilities. By law, the CFD is also entitled to recover expenses needed to form the CFD and administer the annual special taxes and bonded debt.

A CFD is created by a sponsoring local government agency. The proposed district includes all properties that will benefit from the improvements to be constructed or the services to be provided. A CFD cannot be formed without a two-thirds majority vote of residents living within the proposed boundaries. Or, if there are fewer than 12 residents, the vote is instead conducted from current landowners. In many cases, that may be a single owner or developer. Once approved, a Special Tax Lien is placed against each property in the CFD. Property owners then pay a Special Tax each year. If the project cost is high, municipal bonds will be sold by the CFD to provide the large amount of money initially needed to build the improvements or fund the services. By law (Prop. 13), the Special Tax cannot be directly based on the value of the property. Special Taxes instead are based on mathematical formulas that take into account property characteristics such as property use, square footage of the structure, and lot size. The formula is defined at the time of formation, and will include a maximum special tax amount and a percentage maximum annual increase. If bonds were issued by the CFD, special taxes will be charged annually until the bonds are paid off in full. Often, after bonds are paid off, a CFD will continue to charge a reduced fee to maintain the improvements.

### ***Benefit Assessment District - California***

Source: “*What is a 1982 Act Benefit Assessment District?*” [www.californiataxdata.com](http://www.californiataxdata.com)

A 1982 Act Benefit Assessment District provides a uniform procedure for local government agencies to finance the maintenance and operation of public systems such as drainage, flood control, and street lighting. As a benefit assessment, it is based on the concept of assessing only those properties that benefit from improvements financed, either directly or indirectly through increased property values. Because it is considered a benefit assessment, a 1982 Act assessment is not subject to Proposition 13 limitations.

This legislation (Government Code §54710 *et seq.*) can be used by any local agency including cities, counties, and special districts such as school districts or water districts. Approved uses include maintenance and operation costs of drainage systems, flood control systems, and street lighting. Additionally, any agency authorized to maintain streets and roads may impose a benefit assessment for maintenance costs of public streets and highways. Any agency authorized to provide drainage and flood control services may impose assessments for the installation or improvement of those facilities, in addition to an assessment for maintenance. No bonds can be issued in connection with a 1982 Act Benefit Assessment District. However, an agency may levy a special assessment to cure financial shortfalls in the bond funds of other assessment districts if assessment collections are not adequate. This will normally only be used if the agency obligated itself to pay for any shortfalls. In such a case, the Act allows that agency to impose a one-time benefit assessment not to exceed \$30 per parcel. This can only be done in circumstances where the assessment district experiencing the shortfall is at least 60% developed.

The sponsoring agency conducts a study, prepares a written report and proposes the formation of a district and the levy of assessments. Effected property owners are then notified, and a public hearing is held. In order to approve the district, a majority vote of effected property owners through an assessment balloting procedure is required. Once approved, assessments will be placed on property tax bills each year.

By law (Prop. 13), benefit assessments cannot be based on the value of property. Instead, the charge must be related to the benefit received by the parcel. The formula can be based on class of property improvement, property use, on a per-parcel basis, or any combination of those factors.

Proposition 218, called “The Right to Vote on Taxes Act,” was formed in part to counteract concerns surrounding benefit assessments such as 1982 Act Districts. Under Prop. 218, an agency may only increase an existing assessment by giving written notice to all affected property owners, holding a public hearing and executing an assessment ballot vote. A majority vote is required to approve the rate increase. If a majority vote is not received, the increase cannot be applied. Assessments that pay for ongoing services will continue as long as those services are provided. However, assessments levied to finance major improvements (like installation of a flood control system) may cease after the project has been fully funded.

### ***Benefit Assessment District - California***

Source: “What is a 1972 Act Lighting and Landscaping District?”

<http://www.californiataxdata.com/pdf/1972LLact.pdf>

A 1972 Act Landscaping and Lighting District is a flexible tool used by local government agencies to pay for landscaping, lighting, and other improvements and services in public areas. As a form of benefit assessment, it is based on the concept of assessing only those properties that benefit from improvements financed, either directly or indirectly through increased property values. Because it is considered a benefit assessment, a 1972 Act assessment is not subject to Proposition 13 limitations.

This legislation (Streets & Highways §22500) allows local governmental agencies to form Landscape & Lighting Maintenance Districts for the purpose of financing the costs and expenses of landscaping and lighting public areas. This act can be used by any local agency including cities, counties, and special districts such as school districts or water districts. The many approved uses include installation and maintenance of landscaping, statues, fountains, general lighting, traffic lights, recreational and playground courts and equipment, and public restrooms. Additionally, the Act allows acquisition of land for parks and open spaces, plus the construction of community centers, municipal auditoriums, or halls to be financed. Notes or bonds can be issued to finance larger improvements under the Act.

The sponsoring agency conducts a study, prepares an engineer's report, and proposes the formation of a district and the levy of assessments. Affected property owners are then notified and a public hearing is held. In order to approve the district, a majority vote of affected property owners through an assessment balloting procedure is required. Once approved, assessments will be placed on property tax bills each year to pay for the improvements and services.

By law (Prop. 13), benefit assessments cannot be based on the value of property. Instead, each district establishes a benefit formula and each parcel in the service area is assessed according to the benefit it receives from the services and improvements.

Proposition 218, called "The Right to Vote on Taxes Act," was formed in part to counteract concerns surrounding 1972 Act Districts. To increase an existing assessment, the agency must give written notice to all affected property owners, hold a public hearing and an assessment ballot vote. A majority vote is required to approve the rate increase. If a majority vote is not received, the increase cannot be applied.

## ***Green Resources Available to DPR***

*The following excerpts were taken directly from their respective websites.*

### **U.S. Department of Energy**

<http://www1.eere.energy.gov/calculators/index.html>

The Office of Energy Efficiency and Renewable Energy (EERE) has energy calculators and tools to help you evaluate your energy use and whether energy efficient products or renewable energy are right for you. Commercial focus areas include Buildings, Vehicles, and Industry.

### **Explore City of San Diego – EP<sup>3</sup>**

<http://www.sandiego.gov/environmental-services/ep3/>

On April 4, 2007, Mayor Jerry Sanders issued Administration Regulation 35.80 which requires City departments to consider products that have a lesser or reduced effect on human health and the environment when compared with competing products that serve the same purpose. Characteristics of Environmentally Preferable Products (EPPs) include: alternative energy sources, bio-based, biodegradable, compostable, high recycled content, low toxicity, low volatile organic compounds, pollution and waste reduction, recyclable, repairable, resource efficient, and reusable.

The primary goal of EP<sup>3</sup> is to promote the purchase of EPPs throughout City departments for the purpose of fostering the practice of responsible purchasing choices that are cost effective and reduce the impact of such purchases on public health and the environment.

EP<sup>3</sup> is administered by the City of San Diego's Environmental Services and Purchasing & Contracting departments. This site provides information and resources on how to incorporate EP<sup>3</sup> into the City of San Diego's purchasing practices and successfully implement A.R. 35.80 related to environmentally preferable purchasing, including the benefits of EPPs, citywide contracts offering EPPs, EPP product information, documents, tools, and more.

### **Explore CCSE**

<https://energycenter.org/>

The California Center for Sustainable Energy (CCSE) is a non-profit organization dedicated to Greening Your World®. They offer free workshops, incentive programs, special events, and technical assistance.

### **Explore NACo's Green Government**

[www.naco.org](http://www.naco.org)

The NACo Electronic Green Government Network is a source for the latest news and information on county sustainability efforts. NACo uses the network to keep county officials, staff, and public and private sector leaders up to date on:

- Grant Opportunities
- Upcoming Events (trainings, workshops, and webinars)
- New Publications and Tools
- Sustainability Best Practices

The Green Government Initiative Advisory Board advises NACo on the development and implementation of the organization's sustainability programs. The Advisory Board is made up of leaders from both county government and private organizations, and provides input to ensure that NACo sustainability initiatives are timely, innovative, and meet the greatest needs of America's 3,068 counties.

The Green Government Database is a searchable directory of county green strategies, tools, policies, staff descriptions, and more. The database includes the following topics:

- County Sustainability Overview
- Air Quality and Climate Protection
- Energy Efficiency and Alternative Energy Generation
- Green Building
- Green Jobs and Economic Development
- Green Fleets and Alternative Fuels
- Green Purchasing and Information Technology
- Local Food Systems
- Smart Land Use
- Water Conservation and Quality
- Waste Management

The NACo Green Government Initiative and its private sector partners established the Green Government Initiative Awards Program to both fuel healthy competition among counties and provide them with the tools to accomplish their sustainability goals. Since "sustainability" can be so broad, unique sustainability areas of focus are selected each year—depending on member interest.

NACo also provides technical information, training, and request for proposal assistance for energy efficiency and conservation block grants.

### **Continue LEED® Certification**

[www.usgbc.org](http://www.usgbc.org)

DPR has already received LEED platinum certification for the San Elijo Lagoon Nature Center. This is the highest level of any building in San Diego County. Additionally, the County of San Diego Board of Supervisors updated BOS Policy G-15 to direct all departments to incorporate sustainable building components.

The LEED for Existing Buildings Rating System helps building owners and operators measure operations, improvements and maintenance on a consistent scale, with the goal of maximizing operational efficiency while minimizing environmental impacts. LEED for Existing Buildings addresses whole-building cleaning and maintenance issues (including chemical use), recycling programs, exterior maintenance programs, and systems upgrades.

According to the Green Building Finance Consortium, the lowest level of LEED certification has an estimated 0.8 percent higher initial cost, LEED silver costs 3.5 percent more, LEED Gold 4.5 percent and LEED Platinum 11.5 percent. But LEED certified buildings are able to recoup the costs in the first couple of years and after that it's pure cost and energy savings.

### **Explore the 2009 Sustainable Sites Initiative**

<http://www.sustainablesites.org/report>

The Sustainable Sites Initiative is a partnership of the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center at The University of Texas at Austin and the United States Botanic Garden in conjunction with a diverse group of stakeholder organizations to transform land development and management practices with the first national rating system for sustainable landscapes. These guidelines apply to any type of designed landscape, with or without buildings, ranging from shopping malls, streetscapes, subdivisions, corporate and academic campuses, transportation corridors, parks and recreation areas, all the way to single family homes.

#### **What is a sustainable site?**

A "site" is a built landscape that encompasses all land in a designated space. Like green buildings, sustainable sites use less energy, water and natural resources; generate less waste; and minimize the impact on the land compared to traditional design, construction and maintenance techniques. Unlike buildings, sustainable sites can even give back by cleaning the air and water, reversing climate change, restoring habitat and biodiversity – all while providing significant social and economic benefits as well to the immediate site and surrounding region.

#### **Why do we need a site-specific rating system?**

Green building rating systems developed by the U.S. Green Building Council (USGBC) and other organizations offer excellent tools for new and existing buildings but relatively little beyond a building's skin. Correctly built landscapes that mimic the natural world will help fill this critical gap.

### **What is the USGBC's position on the Sustainable Sites Initiative?**

USGBC recognizes that there is a need within LEED to improve the site components and supports the Sustainable Sites Initiative. The USGBC is participating in the Initiative and anticipates incorporating the Sustainable Sites Initiative Guidelines and Performance Benchmarks into future iterations of LEED.

The Sustainable Sites Initiative: Guidelines and Performance Benchmarks 2009 is the product of more than four years of work by a diverse group of experts in soils, hydrology, vegetation, materials and human health and well-being. It is expanded and updated from the Guidelines and Performance Benchmarks –Draft 2008, which was released in November 2008. The Initiative developed criteria for sustainable land practices that will enable built landscapes to support natural ecological functions by protecting existing ecosystems and regenerating ecological capacity where it has been lost. This report focuses on measuring and rewarding a project that protects, restores and regenerates ecosystem services – benefits provided by natural ecosystems such as cleaning air and water, climate regulation and human health benefits.

The Guidelines and Performance Benchmarks 2009 includes a rating system for the credits which the pilot process will test for refinement before a formal release to the market place. The rating system contains 15 prerequisites and 51 credits that cover all stages of the site development process from site selection to landscape maintenance. Feedback from the pilot projects will be used to create a reference guide which will provide suggestions on how projects achieved the sustainability goals of specific credits.

### **Pilot Program**

Over 150 Pilot Projects are participating in the SITES two-year Pilot Program (June 2010-June 2012). These projects represent a diverse cross-section of project types, sizes and geographic locations in various stages of development from design to construction and maintenance. SITES Pilot Projects will be the first projects in the United States and abroad to demonstrate the application of The Sustainable Sites Initiative: Guidelines and Performance Benchmarks 2009, released on November 5, 2009. The Guidelines and Performance Benchmarks 2009 includes a four-star rating system which works on a 250-point scale. Based on achieving all 15 of the prerequisites and at least 100 credit points, a pilot project will become Pilot Certified.

#### Certification levels (250 total points)

One Star (minimum points 40%):	100
Two Stars (minimum points 50%):	125
Three Stars (minimum points 60%):	150
Four Stars (minimum points 80%):	200

Feedback from the Pilot Program will be used to revise the final rating system and inform the technical reference manual (Reference Guide). This guide will provide real world examples of achieving sustainability goals and document the practices pilot projects used in solving site problems, slated for release in 2013.

Below is a summary of the projects participating in the pilot program.

## PROJECT TYPES

- 25% Open space - Park
- 20% Institutional/Educational
- 15% Commercial
- 13% Residential
- 8% Transportation corridor/ Streetscape
- 8% Open space - Garden/Arboretum
- 6% Government Complex
- 4% Mixed-use
- 1% Industrial

## EXISTING LAND USE

- 65% Greyfield
- 20% Greenfield
- 15% Brownfield

## PROJECT SIZE

- 25% Less than one acre
- 27% 1-5 acres
- 40% 6-100 acres
- 7% 101-500 acres
- 1% Greater than 500 acres

## PROJECT LOCATIONS

- Projects in 34 U.S. States
- 3% of projects outside U.S. in Canada, Iceland and Spain

The companion document titled *The Case for Sustainable Landscapes* provides a set of arguments—economic, environmental, and social—for the adoption of sustainable land practices, additional background on the science behind the performance criteria in the guidelines and performance benchmarks, the purpose and principles of the Sustainable Sites Initiative, and a sampling of some of the case studies the Initiative has followed.

## Explore GreenBiz.com

[www.greenbiz.com](http://www.greenbiz.com)

Greener buildings, design, computing resources and information.

## ***Green Practices Grants Available to DPR***

*The following excerpts were taken directly from their respective websites.*

### **U.S. Department of Energy**

<http://www.eere.energy.gov/>

The Office of Energy Efficiency and Renewable Energy (EERE) invests in clean energy technologies that strengthen the economy, protect the environment, and reduce dependence on foreign oil.

Federal Energy Management Program works to support sound, cost-effective energy management and investment practices within federal government facilities.

Clean Cities supports local decisions to adopt practices that contribute to the reduction of petroleum consumption.

Energy Efficiency and Conservation Block Grant Program assists state, local, and tribal governments in implementing strategies to reduce fossil fuel emissions, reduce total energy use, and improve energy efficiency in the transportation, building, and other appropriate sectors.

Weatherization and Intergovernmental Program provides funding and technical assistance to partners in state and local governments, Indian tribes, and international agencies to adopt renewable energy and energy efficiency technologies.

### **Local Government Incentives – State of California – Database for State Incentives for Renewable Energy**

<http://www.dsireusa.org/incentives/index.cfm?EE=1&RE=1&SPV=0&ST=0&sector=Local&sh=1>

#### **SDG&E - Non-Residential On-Bill Financing Program**

<http://www.sdge.com/business/rebatesincentives/programs/onbillfinancing.shtml>

San Diego Gas & Electric's On-Bill Financing (OBF) program offers qualified business customers 0% financing from \$5,000 to \$100,000 per meter for qualifying electric and natural gas equipment. Government customers may receive from \$5,000 to \$250,000 per meter.

The program is open to all non-residential customers, including governments and owners of multi-family units who do not live on premises. Participants must have had an active account for the past two years, no disconnect notices during the past 12 months, and no deposit on hand. The funds may be used for a wide variety of efficiency improvement projects, and the monthly loan payments will be added directly to the customer's bill. Monthly energy savings help to offset the monthly loan charges.

Rebates and incentives awarded to customers who complete non-comprehensive projects will be reduced by 10%. Comprehensive projects are defined as two or more different end uses.

#### **Self-Generation Incentive Program**

<http://www.cpuc.ca.gov/PUC/energy/DistGen/sgip/index.htm>

Initiated in 2001, the Self-Generation Incentive Program (SGIP) offers incentives to customers who produce electricity with wind turbines and fuel cells. The incentive payments range from \$1/W - \$4.50/W for renewable energy systems depending on the type of system. Retail electric and gas customers of San Diego Gas & Electric (SDG&E), Pacific Gas & Electric (PG&E), Southern California Edison (SCE) or Southern California Gas (SoCal Gas) are eligible for SGIP. Originally set to expire at the end of 2011, SB 412 of 2009 amended the Public Utilities Code to allow incentives to be available through January 1, 2016. The SGIP, however, might not receive additional funding beyond December 31, 2011. Additionally, any program funding remaining after January 1, 2016 must be returned to the utilities to reduce ratepayer costs.

### **Kodak American Greenways Award Program**

<http://grants.conservationfund.org>

Improvements to a greenway, trail or waterway may be eligible for up to a fifty percent grant match maxing at \$2,500 from the Kodak American Greenways Award grant. Offered in partnership with Eastman Kodak Company, The Conservation Fund, and the National Geographic Society. One major element is “seed” funds to grow the nation’s trail/waterways network. Past focus areas included projects with a natural, cultural, and/or socio-political historical theme.

### **National Park Service Grants**

[www.nps.gov/history/grants.htm](http://www.nps.gov/history/grants.htm)

National Park Service grants help protect our nation's significant historic and cultural sites and preserve our diverse cultural heritage. More than \$1 billion has been awarded to Federal, State, and local governments, Native American Tribes, nonprofit organizations and educational institutions for preservation projects in all 50 states and the U.S. Territories. Competitive grant programs include:

- American Battlefield
- Historic Black Colleges & Universities
- Japanese American Confinement Sites
- Native American Graves Protection & Repatriation Act
- National Center for Preservation Technology
- Preserve America
- Save America's Treasures
- Tribal Heritage

### ***Strategic Initiatives and Partnerships Available to DPR***

The following excerpts were taken directly from their respective websites.

#### **Support America’s Backyard**

[www.americasbackyard.org](http://www.americasbackyard.org)

This NRPA program showcases the value of parks and recreation in the community. America's Backyard was launched in 2010 by the National Recreation and Park Association (NRPA) to draw major public attention to the powerful and essential role of parks and recreation in America impacting the lives of 300 million people. The initiative seeks to educate citizens on the American park and recreation landscape, support and encourage national advocacy for the field, and leverage funding and resources for national programs that benefit local communities. DPR currently hosts the Great American Campout on an annual basis.

#### **Become a Let’s Move City or Town**

<http://www.letsmove.gov>

The First Lady is calling on mayors and elected officials across the country to join her Let’s Move! campaign. Let’s Move Cities and Towns engages mayors and other municipal leaders in the campaign to solve the problem of childhood obesity within a generation. Let’s Move Cities and Towns emphasizes the unique ability of communities to solve the challenge locally, and the critical leadership mayors and elected officials can provide to bring communities together and spur action. The County of San Diego was the first Let’s Move County.

Let's Move Cities and Towns is designed to encourage mayors and elected officials to adopt a long-term, sustainable, and holistic approach to fight childhood obesity. This initiative recognizes that every city is different, and every town will require a distinct approach to the issue. Once an elected official signs up as a prospective Let's Move City or a Let's Move Town, he or she will choose at least one significant action to take over the following twelve months in each of the four pillar areas:

1. Help Parents Make Healthy Family Choices
2. Create Healthy Schools
3. Provide Access to Healthy and Affordable Food
4. Promote Physical Activity

**Requirements:**

Let's Move Cities and Towns must submit a first quarter and end-of-year update, describing the city's or town's plan, timeline, and actions. These reports will be posted online. Then, a city or town may become a Let's Move City or Let's Move Town.

Let's Move Cities and Towns for a given year may be recognized in the following ways:

- Let's Move! Intergovernmental Affairs representatives will seek out cities and towns to highlight and celebrate initiative.
- Accomplishments and ideas for future action may be highlighted on the Let's Move! website.
- Mayors from Let's Move Cities and Towns will be invited to participate in conference calls with White House and federal agency staff to share ideas, discuss barriers, celebrate progress.
- Let's Move Cities and Towns will receive a certificate of acknowledgement confirming qualification as a Let's Move City or Let's Move Town.
- Mayors from Let's Move Cities and Towns may be invited to attend events to celebrate collective success in combating childhood obesity.

**Support More Kids in the Woods**

[www.fs.fed.us/recreation/programs/woods/](http://www.fs.fed.us/recreation/programs/woods/)

"The Forest Service has been a leader in conservation education and recreational opportunities for more than a century. In addition, national forests provide opportunities to urban and rural kids; therefore, they are an ideal location for most of the projects funded by this program. Beyond that, government, with its influence over parks, open spaces, education and health care, has a crucial role to play in helping our nation realize the physical, emotional and cognitive benefits of the great outdoors. The rise in childhood diseases like obesity, diabetes, heart disease is a growing national crisis. All of us have a role to play to ensure the health and well-being of our nation's children. Outdoor experiences in early childhood can help get our children on the pathway to a healthy and active lifestyle."

WASHINGTON, April 27, 2010 - Agriculture Secretary Tom Vilsack today announced that USDA's Forest Service will contribute \$500,000 in 2010 to the "More Kids in the Woods" program for projects that promote active lifestyles and connect kids to nature.

"More Kids in the Woods" challenge not only promotes physical activity, it fosters environmental awareness and stewardship among young people as we face critical environmental challenges, such as the effects of climate change. "More Kids in the Woods" helps kids make the connection between healthy forests, healthy communities and their own healthy lifestyles."

The contribution will be leveraged with \$1.5 million in donations and in-kind services from partners. The "More Kids in the Woods" challenge is a cost-share program in the Forest Service's long-standing Kids in the Woods program that involves thousands of partners who contribute their time, energy and resources to help us connect kids and families with our natural world.

In 2010, the Forest Service selected 21 projects for funding from more than 130 high-quality agency proposals created to promote environmental stewardship through innovative, hands-on activities. All "More Kids in the Woods" projects are designed to spark curiosity about nature and promote understanding of the role of the nation's forests and grasslands in providing clean, abundant water, clean air, wildlife habitat, and recreation. Project partners are committed to helping children develop a love for the land that will enable them to meet the conservation challenges of the 21st century through healthy lifestyles choices and natural resource careers.

This is the fourth year the Forest Service has matched funds and in-kind contributions from partners for "More Kids in the Woods." Partners include local, state, and federal agencies and American Indian tribes. Project activities include summer camps, after-school programs, and wilderness expeditions. The challenge-cost share will serve more than 15,000 children throughout the nation, including under-served and urban youth.

**THIS PAGE INTENTIONALLY LEFT BLANK**

## Appendix F - Comparative Analysis Criteria

### ***Limits of Comparative Data and Analysis***

Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of DPR's management practices and fee structure. This process creates deeper understanding of alternative providers, DPR's place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation.

It is very difficult to find exact comparable communities because each has its own unique identity, ways of conducting business, and differences in what populations they serve. The political, social, economic, and physical characteristics of each community make the policies and practices of each parks and recreation department unique. It is important to keep in mind that while many park and recreation departments primarily serve residents, others serve a large portion of non-residents, while others still cater to the tourism market.

Despite efforts to promote uniformity in comparison, organizations often have slightly different fee structures and associated benefits. For example, some parks and recreation departments may not report all benefits associated with the purchase of a center membership, or may not explain the breadth of indoor recreation spaces in their system in the same way as another. The availability of detailed information may also be limited.

Additionally, organizations do not typically define the expenditures of parks, trails, facilities, and maintenance in the same way. Agencies also vary in terms of how they organize their budget information, and it may be difficult to assess whether or not the past year's expenses are typical for the community. Despite these inherent limitations, the comparative analysis and fee comparisons criteria presented in this document should be used as a catalyst for DPR to continue to research fees, market position, and best practices for more specific areas when they are needed.

### ***Comparative Analysis Data Sought***

The communities selected for benchmarking data should be chosen primarily for their proximity and perceived similarities to DPR. Requested comparative data in addition to service specific fee structure may also include:

- Values, vision, and mission of the organization
- Population and demographics
- Median household income and household size
- Prior year budget, actual expenses, and revenues for the entire department
- Prior year budget, actual expenses, and revenues for the parks and recreation divisions
- Number and square footage of Community/Recreation Centers
- Total acres of open space and developed park land
- Number of maintenance acres contracted out and maintenance description
- Total miles of department maintained trails
- Number of splashparks
- Number of lighted and unlighted softball/baseball fields
- Recreation and parks department full-time employees and FTEs

Often, comparative analysis data looks to weigh pertinent data along with comparing against a “per thousand” population calculation for categories including: total department budget, total acres, developed acres, miles of trails, Community/Recreation Center square footage, number of splash parks, number of softball/baseball fields, and recreation FTEs. Parks expenses and FTEs can be calculated per developed acre. Population, demographics, median household income, and household size estimates can be provided by the US Census.

### ***Fee Comparison Considerations***

To compare fees, other factors should be considered along with the price or fee charged for a program, rental, admission, pass, or other services. DPR should include comparative data for each fee as applicable:

- Program contact hours
- Program session length
- Student/teacher ratio
- Contractor or in-house instructional staff
- Instructor qualifications
- Program quality
- Materials included or additional fees
- Set up/tear down and preparation time included
- Facility amenities included in admission or pass
- Programs included with admission or pass
- Towel service, locker, equipment usage included or extra
- Hours of operation or availability of service
- Peak or off peak pricing
- Packaging
- Value added amenities or services
- Service area demographics
- Subsidy versus cost recovery goals
- Use of alternative funding

## Appendix G – Service Assessment and Service Portfolios

The Public Sector Services Assessment is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of DPR's Service Portfolio. Additional results indicate whether the service is core to DPR's values and vision, and provides recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to DPR's purpose. The process includes an analysis of: each service's relevance to DPR's values and vision; DPR's market position in the community relative to the market; other service providers in the service area, including quantity and quality of provider; and the economic viability of the service.

Based on the MacMillan Matrix for Competitive Analysis of Programs<sup>6</sup>, the Public Sector Services Assessment Matrix is a valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix has realized significant success in the non-profit environment and has led to application in the public sector. The Public Sector Agency Services Assessment Matrix is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The Public Sector Agency Service Assessment Matrix assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

- Q: Is DPR the best or most appropriate organization to provide the service?**
- Q: Is market competition good for the citizenry?**
- Q: Is DPR spreading its resources too thin without the capacity to sustain core services and the system in general?**
- Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

---

<sup>6</sup> Alliance for Nonprofit Management

<b>Services Assessment Matrix</b>  © 2009 GreenPlay LLC and GP RED		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
Good Fit	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	"Core Service" 6
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit	Divest 9				

**Note:** Based on MacMillan Matrix for Nonprofit agencies from the Alliance for Nonprofit Management. Adapted by GreenPlay, LLC and GP RED for Public Sector Agencies. April 2009.

## Fit

*Fit* is the degree to which a service aligns with DPR's values and vision, reflecting the community's interests. If a service aligns with DPR's values and vision, and contributes to the overall enhancement of the community, it is classified as "good fit," if not, the service is considered a "poor fit."

- Does the service align with DPR values and vision?
- Does the service provide community-wide return on investment (i.e. community, individual, environmental, or economic benefits and outcomes that align with DPR values such as crime prevention, improved health and well-being, enhancement of property values)?

## Financial Capacity

*Financial Capacity* is the degree to which a service (including a program, facility, or land asset) is currently or potentially attractive as an investment of current and future resources to DPR from an economic perspective.

No program should be classified as "highly attractive" unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?
- Can the service reasonably generate at least **50%** from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants, and/or volunteer contributions for this service?
- Can the service reasonably generate at least **25%** of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service's target market?
- Can the user self-direct or operate/maintain the service without DPR support?

### **Market Position**

*Market Position* is the degree to which DPR has a stronger capability and potential to deliver the service than other agencies – a combination of DPR's effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a "strong market position" unless it has some clear basis for declaring superiority over all providers in that service category, and is ranked as affirmative on a substantial majority of the criteria below.

- Does DPR have the adequate resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the target market?
- Does DPR have a superior track record of quality service delivery?
- Does DPR currently own a large share of the target market currently served?
- Is DPR currently gaining momentum or growing its customer base in relation to other providers? (e.g., "Is there a consistent waiting list for the service?")
- Can the community, individual, environmental, and/or economic benefits realized as a result of the service be clearly defined?
- Does DPR staff have superior technical skills needed for quality service delivery?
- Does DPR have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying DPR's continued provision of the service? (Benchmarking performance or impact to community issues, values, or vision)
- Are marketing efforts and resources effective in reaching and engaging the target market?

### **Alternative Coverage**

*Alternative Coverage* is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as "low coverage." Otherwise, coverage is "high."

County of San Diego DPR  
Service Portfolio Key

Provision Strategy	Pricing Strategy
Advance Market Position	Cost Recovery; Secondary - Market
Affirm Market Position	Cost Recovery; Secondary - Competitive
Affirm Market Position Competition against ourselves	Cost Recovery; Secondary - Competitive
Core Service	No Fee
Core Service	Cost Recovery; Secondary - Market
Invest, Collaborate (best choice), or Divest	Cost Recovery; Secondary - Market
Invest (best choice), Collaborate , or Divest	Cost Recovery; Secondary - Market
Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Divest	Divest - from park and recreation provision and funding allocation
Divest	Divest - from park and recreation provision if partnership agreement ends

Notes: What truly are "parks and recreation" services? All Social Services/Personal Healthcare (Community Wellness Services) should be divested from the parks and recreation funding/agreement but should be offered by the non-profit and their other funding sources. All agreements should be reviewed.

**Competitive pricing** - What are competitors charging?  
\* Affirm niche market position  
\* Charge a consistent price  
\* Compare like amenities(pool to pool; recreation center to recreation center; shelter to shelter)  
  
When might the public sector use this strategy?  
\* Pool passes for comparable facilities  
\* Local golf courses  
\* Fitness facilities

**Affirm Market Position** – a number (or one significant) alternative provider(s) exists yet the service has financial capacity and the agency is in a strong market position to provide the service to customers or the community. Affirming market position includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes investment of resources to realize a financial return on investment. Typically, these services have the ability to generate excess revenue.

**Advance Market Position** – a smaller number or no alternative providers exist to provide the service, the service has financial capacity and the agency is in a strong market position to provide the service. Due primarily to the fact that there are fewer if any alternative providers, advancing market position of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service may be an excess revenue generator by increasing volume.

**Core Service** – these services fit with the agency’s values and vision, there are few if any alternative providers, yet the agency is in a strong market position to provide the service. However, the agency does not have the financial capacity to sustain the service outside of General Fund support and the service is deemed to not be economically viable. These services are “core” to satisfying the agency’s values and vision typically benefiting all community members, or are seen as essential to the lives of under-served populations.

**Collaboration** – the agency determines that the service can be enhanced or improved through the development of a collaborative effort as the agency’s current market position is weak. Collaborations (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly utilizing agency resources are recommended.

**Market pricing** - What is the market willing to pay or bear?  
\* Advance market position – high demand  
\* Convenience factor  
\* Direct costs plus or all costs plus mark-up  
\* Commercial organizations commonly utilize this approach  
  
When might the public sector use this strategy?  
\* Merchandise for resale  
\* Limited availability – manage demand  
\* Special events

**Investment** – investment of resources is the agency’s best course of action as the service is a good fit with values and vision, and an opportunity exists to strengthen the agency’s current weak market position in the marketplace.

**Complementary Development** – the service is a good fit, a number of or one significant alternative provider(s) exists which provide the service, the agency is in a strong market position to provide the service, yet it does not have financially capacity to the agency. “Complementary development” encourages planning efforts that lead to complementary service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number or like services of alternative providers, demand and need exists justifying the service’s continued place in the market.

**Divestment** – the agency has determined that the service does not fit with the agency’s values and vision, and/or the agency has determined it is in a weak market position with little or no opportunity to strengthen its position. Further, the agency deems the service to be contrary to the agency’s interest in the responsible use of resources, therefore, the agency is positioned to consider divestment of the service.

**Cost Recovery** - Based on cost recovery goals  
Do you want to  
...subsidize (tax dollars)?  
...break even?  
...make a profit (enterprise funds) or generate excess revenue?





# San Diego County Department of Parks and Recreation

## Service Portfolio - Agua Caliente Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending	Concession/Vending	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Camping Site - Full Hook Up	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Camping Site - Partial Hook Up	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Tent Site	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Group Site	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Campground Dump Stations	Merchandise for Re-sale	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market

#### Parks



# San Diego County Department of Parks and Recreation

## Service Portfolio - Agua Caliente Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Shuffleboard	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Vallecito Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Camping Site - Non-Hook Up	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Tent Site	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Non-Hookup Equestrian sites	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Group Site	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Non-Programmed / Drop-In Use</b>					
Day Use - Drop-In	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
<b>Parks</b>					
Equestrian Facilities - staging area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Vallecito Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Hilton Head Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Field	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Aquatic Services</b>					
Aqua Feat, Spraypads, Splashpads, Spraygrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Parks</b>					
Fields, Diamond (T-Ball, Softball, Baseball)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lake Morena Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending	Concession/Vending	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Camping Site	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Equipment	Equipment Rentals	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
<b>Aquatic Services</b>					
Aqua Feat, Spraypads, Splashpads, Spraygrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Historical and Cultural Services</b>					
Drop-in, self-guided	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Non-Programmed / Drop-In Use</b>					
Museum	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	Cost Recovery; Secondary - Market
<b>Outdoor Recreation</b>					
Lake Use	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lake Morena Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Parks</b>					
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Primitive	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Facility Maintenance	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Aqua Features, Spraypads, Splashpads, Spraygrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Blueways/Rivers/Lake/Stream/Watershed /Reservoir	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Campsite - non-reservable	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Event Space	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Geocaching	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Loop Walk	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Natural Area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Playground, Destination	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Public Access to Rivers/Lakes (boat launch, fishing pier)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lake Morena Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Campo Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending	Concession/Vending	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Drop-in/Interpretive Guided	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Historical and Cultural Services</b>					
Drop-in, self-guided	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Parks</b>					
Facility Maintenance	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Pine Valley Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Drop-in/Interpretive Guided	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Historical and Cultural Services</b>					
Drop-in, self-guided	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Sports</b>					
Leagues	Tournaments and Leagues	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Thanksgiving	Special Events	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Parks</b>					
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Basketball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Multiuse Court	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds - Day Use Drop in	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Playground, Destination	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Pine Valley Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Tennis Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Potrero Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Camping Site	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Drop-in/Interpretive Guided	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Concerts, Movies	Special Events	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Facility Maintenance	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Hockey, Inline	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds/ day use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Playground, Destination	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Potrero Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Pennisquitos Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Camping Sites (special events)	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Social Services	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Whaley Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - San Elijo Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Shelters/Meeting Room	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Goodan Sycamore Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Park	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Kitchen	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Individual Lessons (horseback riding)	Private/Semi-Private Lessons	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - San Dieguito Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Shelters (Reception Area)	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Picnic Grounds	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Sports Complexes/Tournament Venue - Sweetwater Little League Fields	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - San Diego Botanical Gardens Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Fallbrook Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending	Concession/Vending	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Merchandise for Resale	Merchandise for Re-sale	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Picnic Area	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
Rentals - Equipment	Equipment Rentals	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Kitchen	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
Parties (Birthday)	Organized Parties	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Fallbrook Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Art Services</b>					
Video Game Design	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Kids Dance	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Ballet Folklorico	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Children's Art	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Divest	Divest - from park and recreation provision and funding allocation
Watercolors	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Miscellaneous or Enrichment Classes (Bridge)	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Cooking</b>					
Growing Gourmets	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Childcare</b>					
ASES (After School Education and Safety)	Camps/Afterschool Programs	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
<b>General Recreation</b>					
Active Lifestyle - Classes (Senior or 50 and older) - Chair Exercise	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Divest	Divest - from park and recreation provision and funding allocation
Guitar	Youth Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
CPR/AED	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
Disaster Training	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
Computer	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Divest	Divest - from park and recreation provision and funding allocation
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Divest	Divest - from park and recreation provision and funding allocation



# San Diego County Department of Parks and Recreation

## Service Portfolio - Fallbrook Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Science	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Health and Wellness</b>					
Dance	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Yoga	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Tai Chi	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Karate	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Outdoor Recreation</b>					
Dog Obedience	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Preschool</b>					
Preschool	Preschool	Considerable Individual Benefit	80%	Divest	Divest - from park and recreation provision and funding allocation
<b>Sports</b>					
Sports Camp	Camps/Afterschool Programs	Balanced Beneficiaries	65%	Divest	Divest - from park and recreation provision and funding allocation
Volleyball Camp	Camps/Afterschool Programs	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Golf Classes	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Summer Day Camp	Camps/Afterschool Programs	Balanced Beneficiaries	65%	Divest	Divest - from park and recreation provision and funding allocation
School Vacation Camp	Camps/Afterschool Programs	Balanced Beneficiaries	65%	Divest	Divest - from park and recreation provision and funding allocation



# San Diego County Department of Parks and Recreation

## Service Portfolio - Fallbrook Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Special Events</b>					
Concerts, Movies	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Easter/Spring	Special Events	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Halloween	Special Events	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Battle of the Bands	Special Events	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Tennis</b>					
Group learn to play tennis lessons - Youth	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Drop-In Tennis	Outdoor Sports Facilities	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Parks</b>					
Basketball Courts	Outdoor Sports Facilities	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Tennis Courts	Outdoor Sports Facilities	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Volleyball Courts	Outdoor Sports Facilities	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lakeside Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
Rentals - Room	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Art Services</b>					
Performing Arts (music, theater, dance) - guitar	Youth - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Adult & Senior- Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
<b>General Recreation</b>					
Active Lifestyle (Senior or 50 and older) - Trips and Tours	Trips and Tours	Considerable Individual Benefit	80%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Active Lifestyle - Classes (Senior or 50 and older) - Bingo	Youth & Senior - Classes, Workshops and Clinics – Beginning/Multi-level	Balanced Beneficiaries	65%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
<b>Health and Wellness</b>					
Bootcamp	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lakeside Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
Gym Trill - Kinderdance, Zumba, Swing Dance, Line Dance, Tai Chi, etc.	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Non-Programmed Drop-in Use</b>					
Gymnasium - pickle ball	Community Center/Gyms/Teen Center	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Outdoor Recreation</b>					
Trips and Tours - Family Camping	Trips and Tours	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Preschool</b>					
Preschool	Preschool	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Specialty Camps</b>					
Specialty Camps - week long	Camps/Afterschool Programs	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Sports</b>					
Clinics/Workshops - Sky Hawks Soccer	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Special Events</b>					
Health & Wellness Fair - IHWL	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Senior Health Fair	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Concerts, Movies	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Halloween	Special Events	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Christmas/Holiday	Special Events	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Tennis</b>					
Group learn to play tennis lessons - Youth	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Spring Valley Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending	Concession/Vending	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
Merchandise for Resale	Merchandise for Re-sale	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Parks	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
Rentals - Kitchen	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
Banquets	Organized Parties	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Spring Valley Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Art Services</b>					
Literature (creative writing, poetry)	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Art History	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Visual Arts (drawing, painting, photography, stained glass)	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Invest (best choice), Collaborate , or Divest	Cost Recovery; Secondary - Market
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Invest (best choice), Collaborate , or Divest	Cost Recovery; Secondary - Market
Performing Arts (music, theater, dance)	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Miscellaneous or Enrichment Classes Math/Reading	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Childcare</b>					
Childcare	Camps/Afterschool Programs	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Day Camps</b>					
Day Camps	Camps/Afterschool Programs	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>General Recreation</b>					
Active Lifestyle - Classes (Senior or 50 and older)	Adult- Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Active Lifestyle (Senior or 50 and older) - Trips and Tours	Trips and Tours	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Health and Wellness</b>					
Health and Wellness Classes	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Non-Programmed Drop-in Use</b>					
Drop-in	Community Center/Gyms/Teen Center	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Spring Valley Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Patio/Outdoor Seating	Community Center/Gyms/Teen Center	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
<b>Special Events</b>					
Health and Wellness	Special Events	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Concerts, Movies	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Easter/Spring	Special Events	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Halloween	Special Events	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Christmas/Holiday	Special Events	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Tennis</b>					
Group learn to play tennis lessons - Youth	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive



# San Diego County Department of Parks and Recreation

## Service Portfolio - 4S Ranch Sports Park and Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending	Concession/Vending	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
Merchandise for Resale	Merchandise for Re-sale	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Lease Tenant	Long Term Leases	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Long-Term Leases - Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Roller Hockey Rink	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Basketball Courts (outdoor)	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Sports Field	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Sports Complexes/Tournament Venue	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies, County & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Sports</b>					
Leagues - Youth Roller Hockey	Tournaments and Leagues	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - 4S Ranch Sports Park and Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Leagues - Adults - basketball, hockey, softball	Tournaments and Leagues	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Tournaments	Tournaments and Leagues	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Events - Great American/Movies in Park	Special Events	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Clinics/Camps - Tennis	Camps/Afterschool Programs	Balanced Beneficiaries	65%	Divest	Divest - from park and recreation provision and funding allocation
<b>Special Events</b>					
Concerts, Movies	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Tennis</b>					
Drop-In Tennis	Outdoor Sports Facilities	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Facility Maintenance	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Basketball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Bocce Ball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Diamond (T-Ball, Softball, Baseball)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag Football)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Hockey, Inline	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Passive Node	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - 4S Ranch Sports Park and Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Tennis Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
<b>Other Services Provided by Partners in Department's Facilities</b>					
<b>Boys &amp; Girls Club - Non-Programmed / Drop-In Use</b>					
Computer lab	Community Centers/Gyms/Teen Centers	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Teen Centers	Community Centers/Gyms/Teen Centers	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Game room	Community Centers/Gyms/Teen Centers	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Gymnasium	Community Centers/Gyms/Teen Centers	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Pool	Community Centers/Gyms/Teen Centers	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Aquatics Services Provided by Partners in Department's Facilities</b>					
Adult Lap Swim	Community Centers/Gyms/Teen Centers	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Community Water Safety Program Team	Community Centers/Gyms/Teen Centers	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Group Learn to Swim Lessons	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
Lifeguard Training - public	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
Health and Wellness (water aerobics, aquatone)	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
Masters Swim	Community Centers/Gyms/Teen Centers	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - 4S Ranch Sports Park and Community Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Parent/Tot Aquatics	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Pre Competitive Swim	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Private lessons	Private/Semi-Private Lessons	Mostly Individual Benefit	100%+	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Safety Training - Staff	Support Services	Mostly Community Benefit	0%	<a href="#">Core Service</a>	No Fee
Lifeguard Training - staff	Support Services	Mostly Community Benefit	0%	<a href="#">Core Service</a>	No Fee
Special Events (Lifeguard Games, Doggy Dunk)	Special Events	Considerable Community Benefit	20%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
USA Swim Team	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Spring Valley Gym

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending	Concession/Vending	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Merchandise for Resale	Merchandise for Re-sale	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Sports Field	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Sports Complexes/Tournament Venue	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Management Services - School Field Schedules	Leased Services	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Sports</b>					
Leagues	Tournaments and Leagues	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Clinics/Workshops	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Community Events	Special Events	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Parks</b>					
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag Football)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lakeside Teen Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
<b>General Recreation</b>					
Active Lifestyle (Youth 10-17) - Trips and Tours	Trips and Tours	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Health and Wellness</b>					
Health and Wellness Classes	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Core Service	Cost Recovery; Secondary - Market
<b>Non-Programmed Drop-in Use</b>					
Teen Center	Community Center/Gyms/Teen Center	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Outdoor Recreation</b>					
Outdoor Adventure Program	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Concerts, Movies, Battle of the Bands	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Spring Valley Teen Center

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Invest, Collaborate , or Divest (best choice)	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Invest, Collaborate , or Divest (best choice)	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Invest, Collaborate , or Divest (best choice)	Cost Recovery; Secondary - Market
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Health and Wellness</b>					
Health and Wellness Classes	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Non-Programmed Drop-in Use</b>					
Teen Center	Community Center/Gyms/Teen Center	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Outdoor Recreation</b>					
Outdoor Adventure Program	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Concerts, Movies. Battle of the Bands	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Guajome Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Camping Sites	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Equipment	Equipment Rentals	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Kitchen	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Parks</b>					
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Amphitheater	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Basketball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Natural Area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Guajome Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Passive Node	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Destination	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Public Access to Rivers/Lakes (boat launch, fishing pier)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Felicita Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Shelters	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Parks	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Historical and Cultural Services</b>					
Drop-In, self-guided	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Non-Programmed / Drop-In Use</b>					
Museum	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Outdoor Recreation</b>					
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive



# San Diego County Department of Parks and Recreation

## Service Portfolio - Felicita Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Special Events</b>					
Regional Events	Special Events	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Parks</b>					
Regional Park	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Trails, Primitive	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Amphitheater	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Event Space	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Loop Walk	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Playground, Destination	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive



# San Diego County Department of Parks and Recreation

## Service Portfolio - Live Oak Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Shelters	Rentals - Private	Mostly Individual Benefit	100%+	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Rentals - Parks	Rentals - Private	Mostly Individual Benefit	100%+	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Rentals - Sports Fields	Rentals - Private	Mostly Individual Benefit	100%+	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	<a href="#">Core Service</a>	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	<a href="#">Core Service</a>	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Drop-In	Resource Education	Considerable Community Benefit	20%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
<b>Historical and Cultural Services</b>					
Drop-In, self-guided	Resource Education	Considerable Community Benefit	20%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
<b>Non-Programmed / Drop-In Use</b>					
Museum	Resource Education	Considerable Community Benefit	20%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
<b>Outdoor Recreation</b>					



# San Diego County Department of Parks and Recreation

## Service Portfolio - Live Oak Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
<b>Parks</b>					
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Basketball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Fitness Course	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Garden, Display, Conservatory, Greenhouse, Japanese Garden, Heritage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Playground, Destination	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market
Volleyball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	<a href="#">Advance Market Position</a>	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Don Dussalt Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
<b>Parks</b>					
Local Park	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Santa Margarita Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Outdoor Recreation</b>					
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Parks</b>					
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Conservation Land	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Trails, Primitive	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Blueways/Rivers/Lake/Stream/Watershed /Reservoir	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Equestrian Facilities	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Natural Area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Rancho Guajome Adobe Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending	Concession/Vending	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Equipment	Equipment Rentals	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
<b>Historical and Cultural Services</b>					
Drop-In, self-guided	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Non-Programmed / Drop-In Use</b>					
Museum	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Outdoor Recreation</b>					
Trips and Tours	Trips and Tours	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Christmas/Holiday	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Facility Maintenance	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Garden, Display, Conservatory, Greenhouse, Japanese Garden, Heritage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Natural Area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial capacity)	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Tijuana River Valley (TJRV)

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Sports Fields	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Drop-in (signage and Visitor Ctr)	Resource Education	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
<b>Parks</b>					
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Facility Maintenance (Ran Wd Station)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag Football)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Garden, Display, Conservatory, Greenhouse, Japanese Garden, Heritage Garden, Bird and Butterfly	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive



# San Diego County Department of Parks and Recreation

## Service Portfolio - Tijuana River Valley (TJRV)

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Garden, Display, Conservatory, Greenhouse, Japanese Garden, Heritage Garden	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive



# San Diego County Department of Parks and Recreation

## Service Portfolio - Sweetwater Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending Sweetwater Little League Fields	Concession/Vending	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Merchandise for Resale Sweetwater Little League Fields	Merchandise for Re-sale	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Camping Sites	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Shelters	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Races/Track and Field	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Park	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Entire Center/Facility (Sweetwater Summit)	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
Rentals - Spraypads/Fountains	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market



# San Diego County Department of Parks and Recreation

## Service Portfolio - Sweetwater Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Sports Complexes/Tournament Venue - Sweetwater Little League Fields	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - long term lease - Equestrian Facilities	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Wildlife, Birding - Self-guided	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Gardening and Landscape Design	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Historical and Cultural Services</b>					
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Non-Programmed / Drop-In Use</b>					
Museum	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Patio/Outdoor Seating	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Outdoor Recreation</b>					



# San Diego County Department of Parks and Recreation

## Service Portfolio - Sweetwater Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Health & Wellness Fair (off-site booth)	Special Events	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Concerts, Movies	Special Events	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Community events	Special Events	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Conservation Land	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Trails, Primitive	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Facility Maintenance	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Amphitheater	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Aqua Feat, Spraypads, Splashpads, Spraygrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Event Space	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Fitness Course	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Garden, Display, Conservatory, Greenhouse, Japanese Garden, Heritage Garden	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Geocaching	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Divest	Divest - from park and recreation provision and funding allocation



# San Diego County Department of Parks and Recreation

## Service Portfolio - Sweetwater Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Natural Area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Otay Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Shelters	Rentals - Private	Mostly Individual Benefit	100%+	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Affirm Market Position	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Drop-In	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Parks</b>					
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Trails, Primitive	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Garden, Display, Conservatory, Greenhouse, Japanese Garden, Heritage Garden	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Playground, Destination	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Otay Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Bancroft Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Historical and Cultural Services</b>					
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Classes and Workshops	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive



# San Diego County Department of Parks and Recreation

## Service Portfolio - Goodland Acres Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Basketball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restrooms	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lamar Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Loop Walk	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restrooms	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Spring Valley Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Special Events</b>					
Health & Wellness Fair (off-site booth)	Special Events	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Basketball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fitness Course	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Loop Walk	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restrooms	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lincoln Acres Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Entire Center/Facility	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Social Services	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
	Rentals - County	Mostly Community Benefit	0%	Core Service	No Fee
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Basketball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restrooms	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Other Services Provided by Partners in Department's Facilities through Rentals</b>					
Senior Lunch	Rentals - Social Services	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Tax Preparation	Rentals - Social Services	Considerable Community Benefit	20%	Divest	Divest - from park and recreation provision if partnership agreement ends



# San Diego County Department of Parks and Recreation

## Service Portfolio - Eucalyptus Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Parks</b>					
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Restrooms	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Sweetwater Lane Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Sports Fields	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Diamond (T-Ball, Softball, Baseball)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restrooms	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Dos Picos Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Camping Sites	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Shelters	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Parties (Birthday/Wedding/Anniversary)	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Campground Dump Stations	Merchandise for Re-sale	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
<b>Environmental Education</b>					
Scouting	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Outdoor Recreation</b>					
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Halloween	Special Events	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Parks</b>					
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Dos Picos Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Fishing	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Destination	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Turf - Multi-use grass area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Collier Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive - Historical & Geological Features	Resource Education	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use - non-equestrian	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Basketball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Market
Lawn Sports	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Tennis Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - William Heise Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Camping Sites	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rentals - Shelters	Rentals - Private	Mostly Individual Benefit	100%+	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Campground Dump Stations	Merchandise for Re-sale	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Affirm Market Position	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Affirm Market Position	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Conservation and Preservation	Resource Education	Considerable Community Benefit	220%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Rural Forestry	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Historical and Cultural Services</b>					
Drop-In, self-guided	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Outdoor Recreation</b>					
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
<b>Parks</b>					
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - William Heise Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Amphitheater	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Destination	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Jess Martin Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Affirm Market Position	No Fee
<b>Non-Programmed/Drop-In Use</b>					
Patio/outdoor seating/ Shade Structures	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use/ No equestrian	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Diamond (T-Ball, Softball, Baseball)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fitness Course	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Loop Walk	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Skate Feature	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Volcan Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
<b>Historical and Cultural Services</b>					
Drop-in - self guided	Resource Education	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
<b>Parks</b>					
Open Space (developed or undeveloped) staging area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive



# San Diego County Department of Parks and Recreation

## Service Portfolio - County-wide Park System

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Management	Volunteer Program	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
<b>Parks</b>					
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Clemmens Lane Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag Football)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Volleyball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - District 7 Open Space Preserves System

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Affirm Market Position	No Fee
<b>Parks</b>					
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Trails, Primitive	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Morrison Pond Open Space

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Historical and Cultural Services</b>					
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Outdoor Recreation</b>					
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Community events	Special Events	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Regional events	Special Events	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Parks</b>					
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Conservation Land	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Primitive	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Blueways/Rivers/Lake/Stream/Watershed /Reservoir	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Riverfront	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Natural Area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Morrison Pond Open Space

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Western Gateway Open Space

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Historical and Cultural Services</b>					
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
<b>Outdoor Recreation</b>					
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Community events	Special Events	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Regional events	Special Events	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Parks</b>					
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Conservation Land	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Primitive	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Blueways/Rivers/Lake/Stream/Watershed /Reservoir	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Riverfront	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Equestrian Facilities	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Western Gateway Open Space

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Natural Area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - El Monte Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Concession/Vending	Concession/Vending	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Merchandise for Resale	Merchandise for Re-sale	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Camping Sites	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Races/Track and Field	Rentals - Private	Mostly Individual Benefit	100%+	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Advance Market Position	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Advance Market Position	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Scouting	Resource Education	Considerable Community Benefit	2%	Core Service	Cost Recovery; Secondary - Market
<b>Historical and Cultural Services</b>					
Drop-In, self-guided	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Outdoor Recreation</b>					
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Special Events</b>					



# San Diego County Department of Parks and Recreation

## Service Portfolio - El Monte Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Thanksgiving	Special Events	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Christmas/Holiday	Special Events	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Open Space (developed or undeveloped)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Batting Cage/ group area camping	Outdoor Sports Facility	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Equestrian Facilities	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Diamond (T-Ball, Softball, Baseball)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag Football)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Loop Walk	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Public Access to Rivers/Lakes (boat launch, fishing pier)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Volleyball Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Flinn Springs Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive - Historical & Geological Features	Resource Education	Considerable Community Benefit	20%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery; Secondary - Competitive
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Parks</b>					
Trails, Primitive	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Playgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Diamond(Softball) - dirt lot	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial	Cost Recovery; Secondary - Competitive



# San Diego County Department of Parks and Recreation

## Service Portfolio - Steltzer Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	0%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Rural Forestry	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Agriculture	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Gardening and Landscape Design	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Drop-in	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Scouting Program	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Nature Center Trips	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Historical and Cultural Services</b>					
Drop-In, self-guided	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Tours - guided, docents	Resource Education	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Classes and Workshops	Youth & Senior - Classes, Workshops and Clinics	Balanced Beneficiaries	65%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Adult - Classes, Workshops and Clinics	Considerable Individual Benefit	80%	Affirm Market Position	Cost Recovery; Secondary - Competitive



# San Diego County Department of Parks and Recreation

## Service Portfolio - Oakoasis Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
Rentals - Camping Sites - Youth	Rentals - Private	Mostly Individual Benefit	100%+	Core Service	Cost Recovery; Secondary - Market
	Rentals - Non-Profit/Civic Groups	Considerable Individual Benefit	80%	Core Service	Cost Recovery; Secondary - Market
	Rentals - Government Agencies & Partners	Balanced Beneficiaries	65%	Core Service	Cost Recovery; Secondary - Market
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Affirm Market Position	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Scouting Program	Resource Education	Considerable Community Benefit	20%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lindo Lake Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
<b>Ancillary Services</b>					
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefit	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefit	0%	Core Service	No Fee
<b>Environmental Education</b>					
Interpretive	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Conservation and Preservation	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Wildlife, Birding	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
Scouting	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Outdoor Recreation</b>					
Environmental Education (landscape, gardening, birding, orienteering)	Resource Education	Considerable Community Benefit	20%	Core Service	Cost Recovery; Secondary - Market
<b>Special Events</b>					
Runs and Triathlons	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Concerts, Movies	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Ongoing events (i.e. Farmers' Markets)	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Neighborhood events	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Community events	Special Events	Considerable Community Benefit	20%	Advance Market Position	Cost Recovery; Secondary - Market
Regional events	Special Events	Considerable Community Benefit	20%	Affirm Market Position	Cost Recovery; Secondary - Competitive
<b>Parks</b>					
Local Parks	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Regional/Major Parks/Campgrounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Affirm Market Position	No Fee
Trails, Multi-use	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee



# San Diego County Department of Parks and Recreation

## Service Portfolio - Lindo Lake Park

### Provision Strategies, Cost Recovery Goals, Pricing Strategies

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Facility Maintenance	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Blueways/Rivers/Lake/Stream/Watershed /Reservoir	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Fields, Diamond (T-Ball, Softball, Baseball)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial	Cost Recovery; Secondary - Competitive
Fitness Course	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Horseshoe Pits	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Collaborate, or Divest (weak market position, low financial	Cost Recovery; Secondary - Competitive
Loop Walk	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Natural Area	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Complementary Development (Target Market or Agreement)	Cost Recovery; Secondary - Competitive or No Fee
Open Turf	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Passive Node	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Picnic Grounds	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Advance Market Position	Cost Recovery; Secondary - Competitive or No Fee
Playground, Local	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Public Access to Rivers/Lakes (boat launch, fishing pier)	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Restroom	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Tennis Courts	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee
Trailhead/Interpretive Signage	Developed Regional Park or Developed Local Park	Mostly Community Benefit	0%	Core Service	No Fee

## Appendix H – Survey Results and Maps

# County of San Diego Department of Parks and Recreation Cost Recovery, Resource Allocation, and Revenue Enhancement Survey Results

**December 2010**

Prepared for:

*County of San Diego Parks and Recreation  
GreenPlay LLC*

Prepared by:

*RRC Associates, Inc.*

4940 Pearl East Circle, Ste 103

Boulder, CO 80301

303/449-6558

[www.rrcassoc.com](http://www.rrcassoc.com)



<b><u>INTRODUCTION / METHODOLOGY</u></b> .....	<b>253</b>
<b><u>RESPONDENT PROFILE</u></b> .....	<b>254</b>
<b><u>HIGHLIGHTS FROM THE ANALYSIS OF RESULTS</u></b> .....	<b>256</b>
<u>Values and Vision</u> .....	256
<u>Fees</u> .....	258
<u>Current Fees</u> .....	258
<u>Adjustments to Fees</u> .....	259
<u>Willingness to volunteer time in exchange for reduced fees</u> .....	260
<u>Buying discounted park pass vs. paying daily use/parking fees</u> .....	261
<u>Potential strategies to maintain current levels of service</u> .....	261
<u>Current Facilities and Programs</u> .....	263
<u>Rural/backcountry facilities and amenities</u> .....	263
<u>Suburban/urban facilities and amenities</u> .....	268
<u>Programs and Activities</u> .....	273
<u>If you or anyone in your household DOES NOT use County of San Diego parks or recreation facilities, why not?</u> .....	278
<u>Communication</u> .....	279
<u>Comments and Suggestions</u> .....	281

## INTRODUCTION / METHODOLOGY

The survey was primarily conducted through a mail-back approach, and was supplemented with a password-protected online version of the survey as well as an open-link web version.

Approximately 7,500 surveys were mailed to a random sample of County residents on September 15, 2010, with 7,216 being delivered after subtracting undeliverable mail. The mailing list of 7,500 was composed of 1,250 households randomly selected from each of the County's six Service Areas (North County Coastal, North County Inland, Central, Central Inland, East County, and South Bay), excluding PO boxes. Also excluded from the mailing were ZIP codes which entirely encompass military bases, universities, and hospitals as these entities typically provide their own recreation amenities for residents.

To increase participation, follow-up postcards were sent to 2,500 non-respondents approximately three weeks after the initial mailing reminding them to complete the survey they received and directing them to the password-protected online survey (postcard included their unique household password). A Spanish version of the survey was also made available to respondents. The cover letter included with the initial survey mailing provided respondents with a phone number to call to request a Spanish paper survey, in addition to the survey website which had a link to a Spanish version of the online survey.

Sample size for the statistically valid survey is 501, resulting in a response rate of 7 percent and having a margin of error of approximately +/- 4.4 percentage points calculated for questions at 50% response<sup>7</sup>.

The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of data quality solutions with emphasis on U.S., Canadian, and international address and phone verification and postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

Note that the resultant database of random sample responses is weighted by age of respondent, ethnicity, and sub area population to ensure appropriate representation of County residents across different demographic cohorts in the overall sample.

Additionally, as noted, an open-link version of the online questionnaire was made available to persons who did not receive one by invitation in the mail. As responses to the open-link version of the questionnaire are "self-selected" and not a part of the randomly selected sample of

<sup>7</sup> For the total sample size of 501, margin of error is +/- 4.4 percent calculated for questions at 50% response (if the response for a particular question is "50%"—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

residents, results from the open-link questionnaire are kept separate from the mail and invitation web versions of the survey for the overall analysis. The discussion and graphic illustrations of “overall” results that follow focus on the invitation/random sample respondents. While the “overall” data represents responses from the random sample survey only, and therefore is considered statistically valid and representative, data shown by sub-area includes responses from the open-link web survey in addition to the random sample responses.

## RESPONDENT PROFILE

Based on current US Census data of the adult population (over 19 years old) for San Diego County, the age profile of residents is distributed as follows (which is, in part, the basis for the weighting of the survey data): 32 percent are under 35 years old, 19 percent between 35 and 44 years, 19 percent between 45 and 54 years, 14 percent between 55 and 64 years, and 16 percent 65 years or over. Sixty-three percent are Caucasian, 11 percent Asian, Asian Indian, or Pacific Islander, 5 percent African American, 5 percent multi-ethnic, 1 percent Native American, and 15 percent identified themselves as an “other” ethnicity. Overall, 32 percent of respondents identified themselves as Hispanic, Latino, or Spanish.

Location of residency within the County’s six sub areas was also used as a basis for weighting of the overall data. Approximately 34 percent of respondents live in the Central sub area, 21 percent in South Bay, 17 percent in North County Inland, 15 percent in North County Coastal, 10 percent in Central Inland, and 3 percent in East County.

As also shown in the following two figures:

- 49 percent of responding households are singles or couples with children at home
- 22 percent are households with children no longer living at home
- 18 percent couples without children
- 10 percent singles without children
  
- 39 percent of respondents have two people living in the household, with an average household size of 2.7 people.
  
- 37 percent of responding households had annual incomes of \$100,000 or greater
- 35 percent were between \$50,000 and \$99,999
- 27 percent were less than \$50,000
  
- Fifty-six percent of respondents have lived in their home area in San Diego County for more than 20 years with an average length of residency just over 25 years.

**FIGURE 1**  
**RESPONDENT DEMOGRAPHICS**

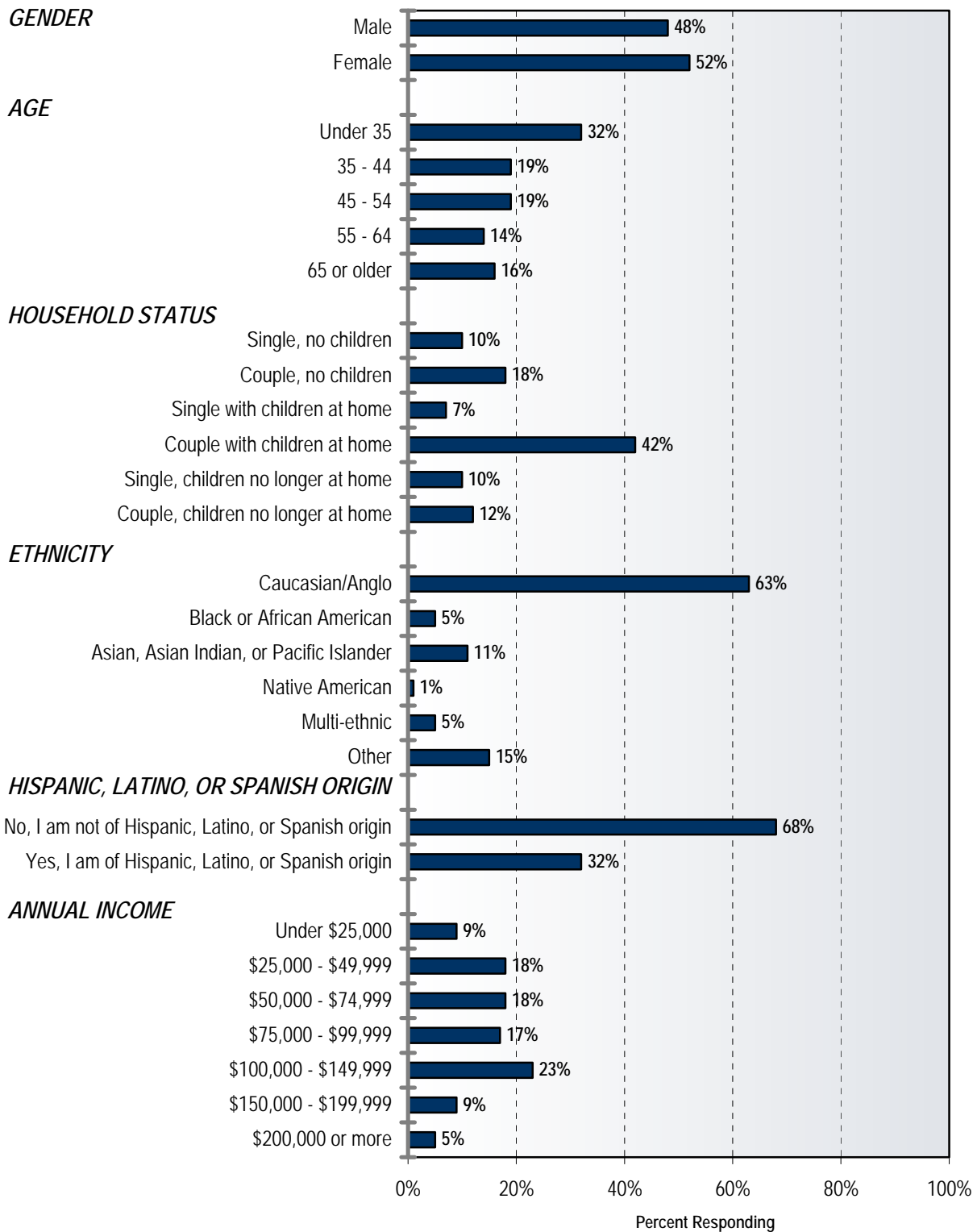
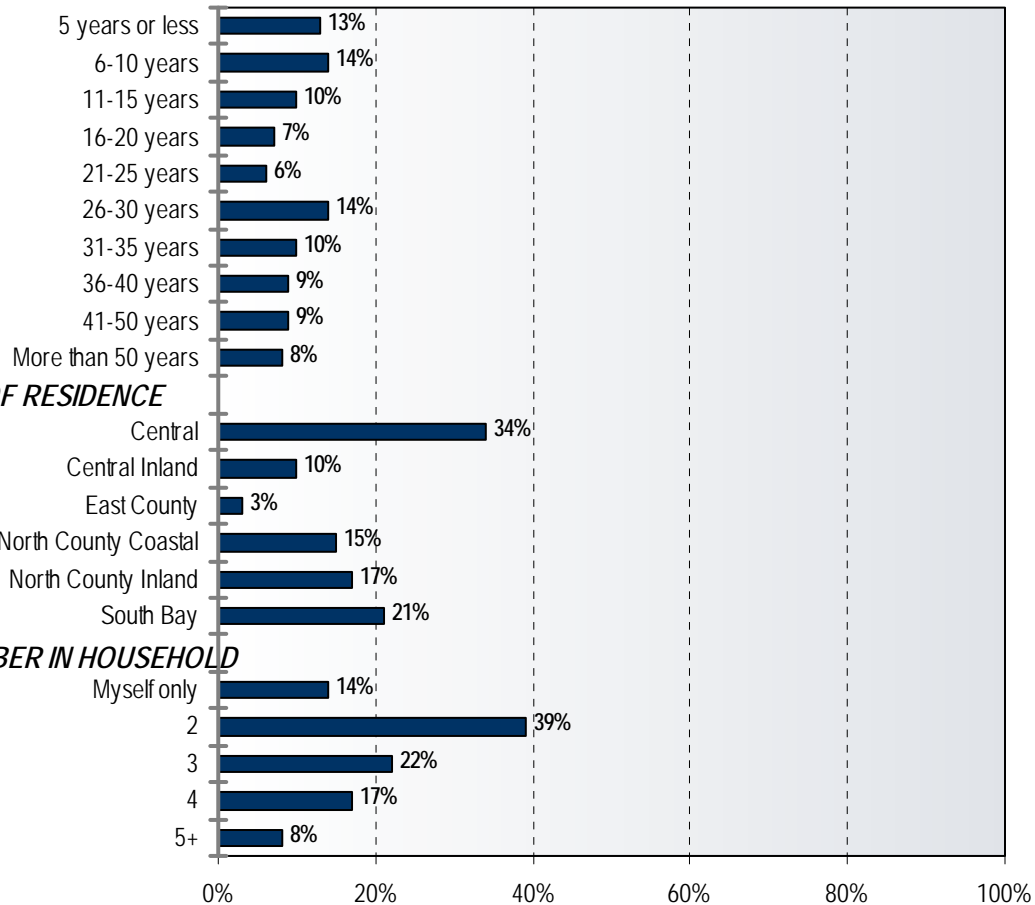
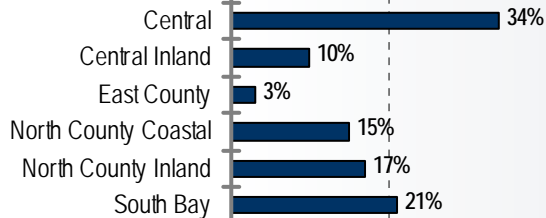


FIGURE 2  
HOUSEHOLD CHARACTERISTICS

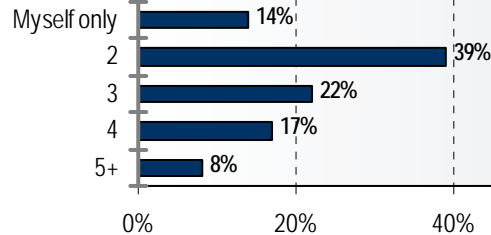
*LENGTH OF TIME LIVED IN SAN DIEGO COUNTY*



*LOCATION OF RESIDENCE*



*TOTAL NUMBER IN HOUSEHOLD*



Percent Responding

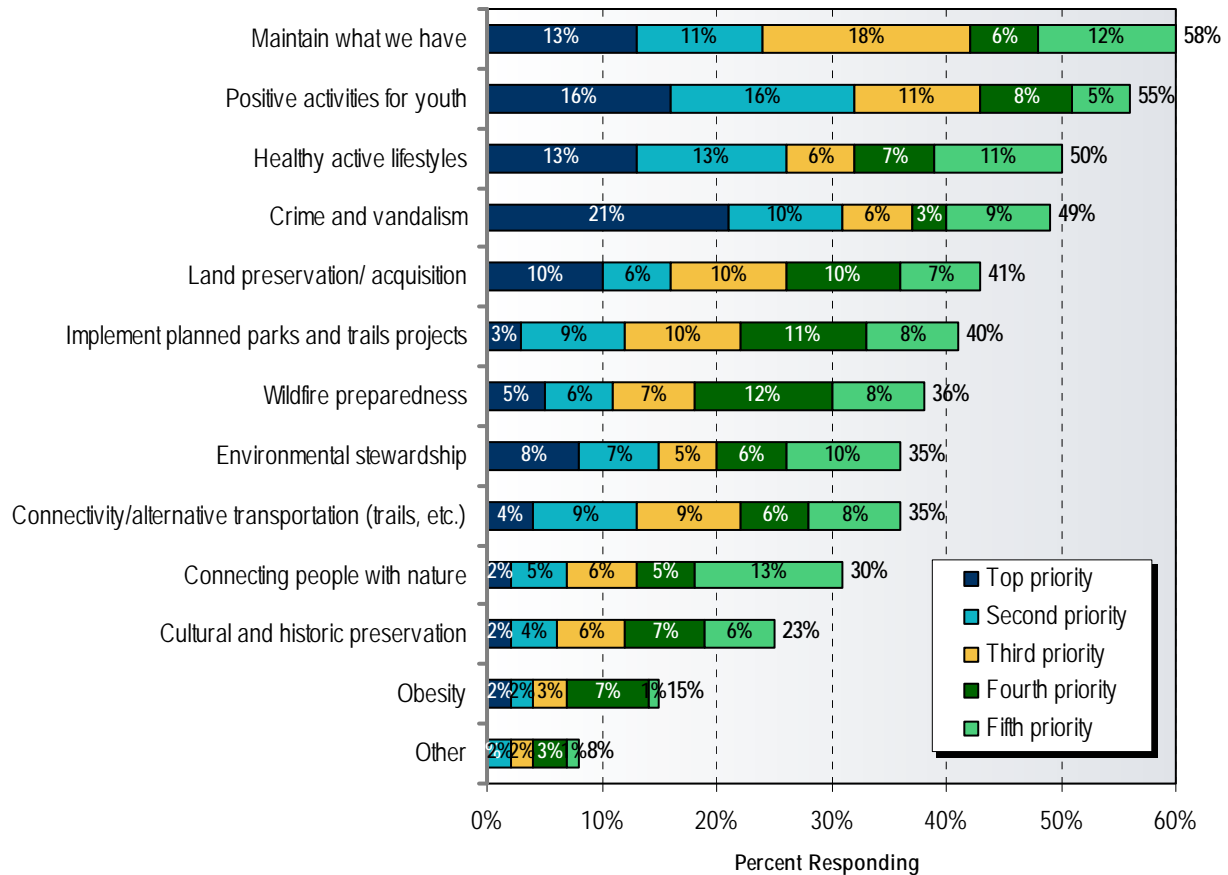
## HIGHLIGHTS FROM THE ANALYSIS OF RESULTS

Key findings from the study are summarized below. Additionally, several of the questions on the survey form allowed respondents to “write in” their response or comment. Major themes that emerge from the comments are summarized in the report, while a complete set of the comments is provided as an appendix section.

### *Values and Vision*

Respondents were asked to indicate the top five community issues or problems they felt parks and recreation services should focus on positively impacting. As shown in the following figure, the top two overall issues were to “maintain what we have” and “positive activities for youth” (55-58 percent indicated each of these as one of the top five issues or problems), followed by “healthy and active lifestyles” (50 percent) and “crime and vandalism” (49 percent). However, crime and vandalism was indicated as the “top” issue for the largest proportion of respondents (21 percent).

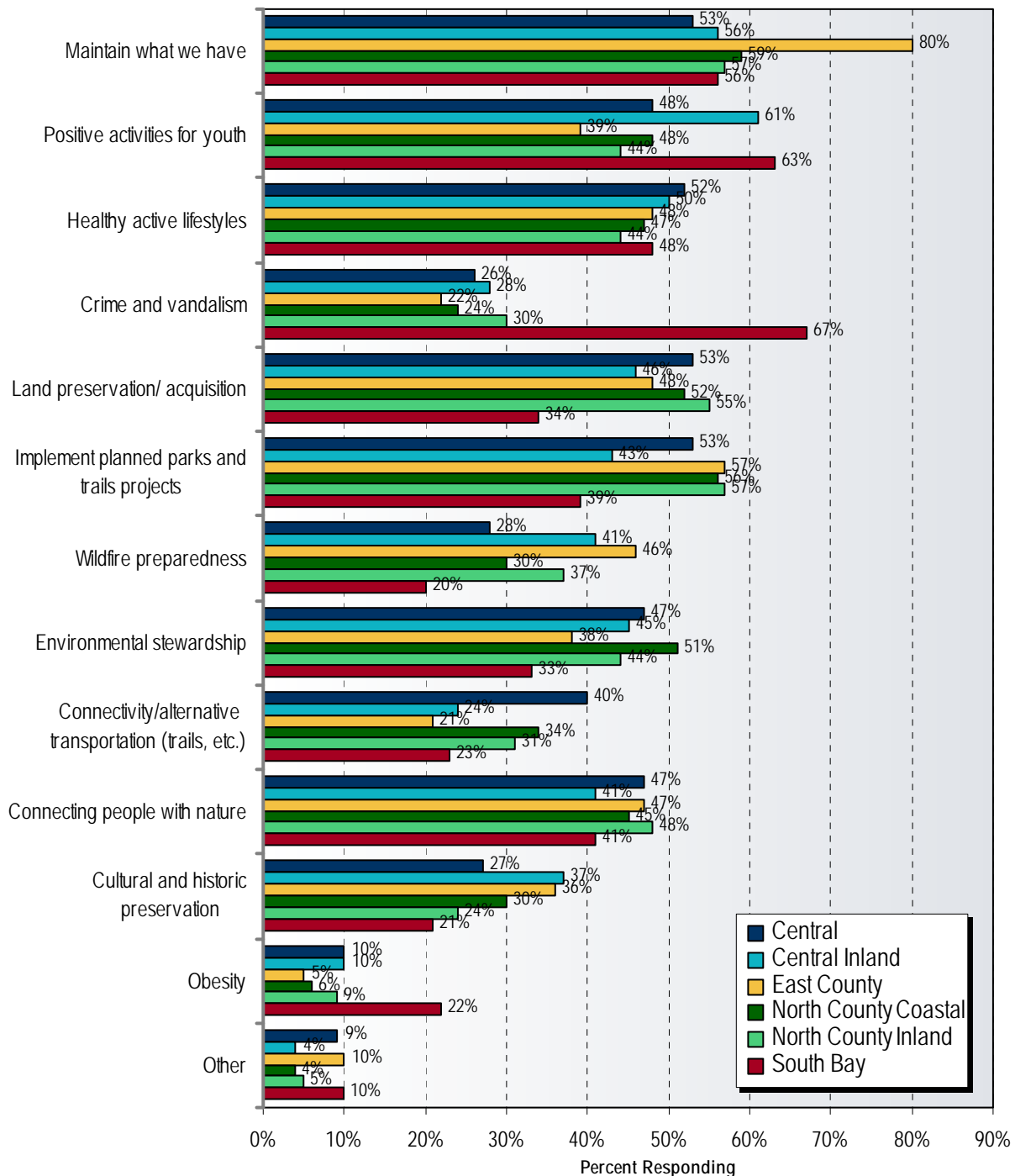
**FIGURE 3**  
**TOP COMMUNITY ISSUES OR PROBLEMS PARK AND RECREATION SERVICES**  
**SHOULD FOCUS ON POSITIVELY IMPACTING**



When looking at responses by sub area, the following issues and problems emerged as even higher priorities for individual sub areas:

- Maintain what we have – particularly high for East County
- Positive activities for youth – particularly high for South Bay and Central Inland
- Crime and Vandalism – particularly high for South Bay

**FIGURE 4**  
**TOP COMMUNITY ISSUES OR PROBLEMS PARK AND RECREATION SERVICES**  
**SHOULD FOCUS ON POSITIVELY IMPACTING**  
**BY SUB AREA**



## Fees

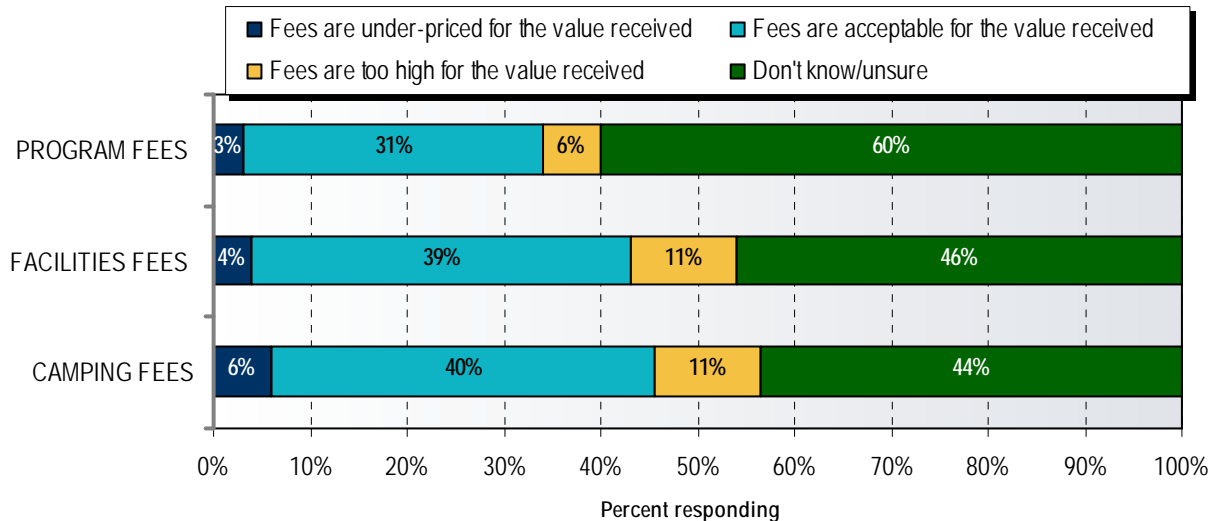
### Current Fees

Respondents were asked how they feel about the current program, facility, and camping fees charged directly to them by the County of San Diego Parks and Recreation Department. It is

notable that a large proportion of respondents (44-60 percent) didn't know or were unsure about the fees being charged. The following figure shows that:

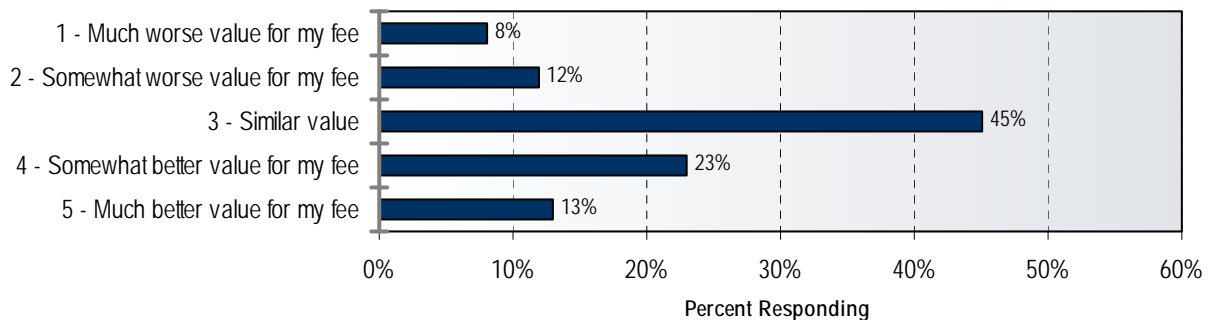
- 31 percent felt program fees were acceptable for the value received (60 percent didn't know or were unsure);
- 39 percent felt facility fees were acceptable, 11 percent said fees are too high; and
- 40 percent felt camping fees were acceptable, 11 percent said fees are too high.

FIGURE 5  
HOW DO YOU FEEL ABOUT THE CURRENT FEES CHARGED DIRECTLY TO YOU?



The majority of overall respondents (81 percent) felt the value received for the County's camping fees was similar to (45 percent) or better than (36 percent) other alternative camping providers.

FIGURE 6  
HOW DO YOU FEEL ABOUT THE VALUE YOU GET FOR THE COUNTY'S CAMPING FEES COMPARED TO OTHER ALTERNATIVE PROVIDERS?

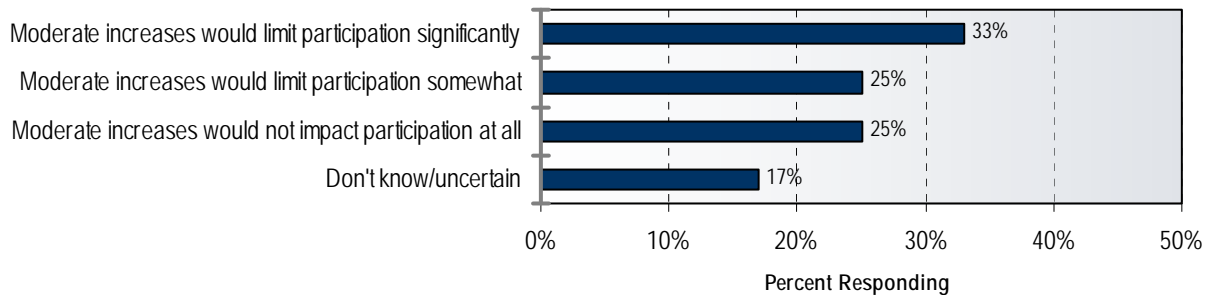


### Adjustments to Fees

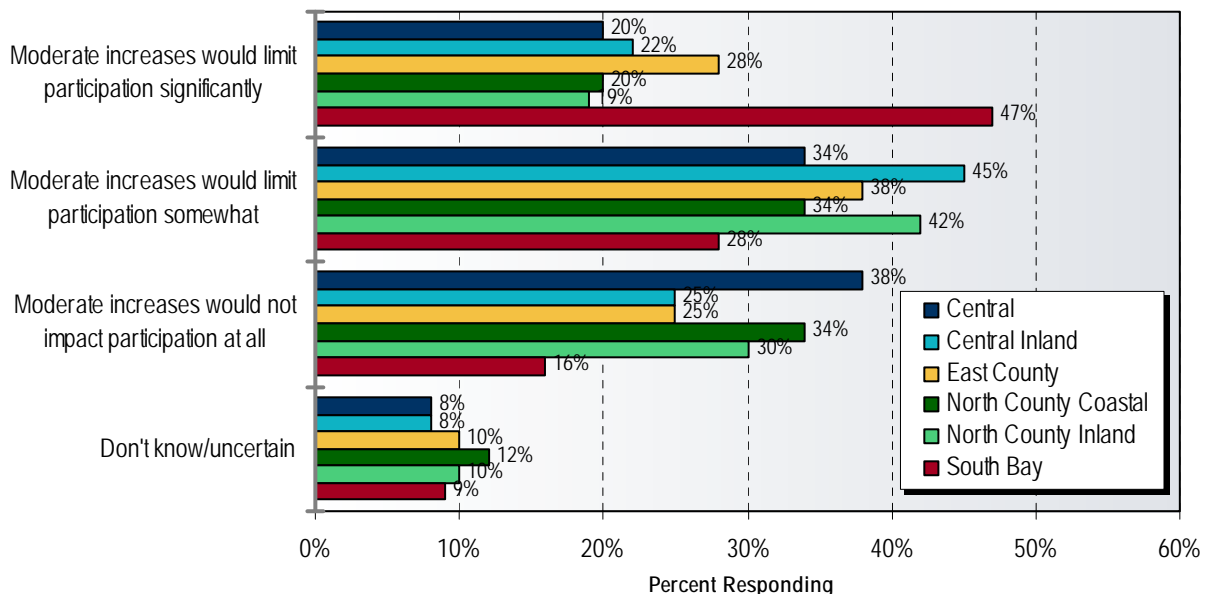
A question was asked concerning "If adjustments to fees were made due to increasing costs to provide the programs or services you use or the facilities you visit, to what extent would the fee increases impact your current level of participation?"

- Approximately one-third of overall respondents indicated that moderate increases would limit their participation significantly. This response was particularly high among respondents in the South Bay sub area.
- 25 percent indicated moderate increases would limit their participation somewhat; Central Inland and North County Inland respondents were the most likely to give this response.
- 25 percent indicated moderate increases would not impact participation at all; Central and North County Coastal respondents were the most likely to give this response.

**FIGURE 7**  
**HOW WOULD FEE INCREASES ON PROGRAMS AND SERVICES**  
**IMPACT YOUR CURRENT LEVEL OF PARTICIPATION?**



**FIGURE 8**  
**HOW WOULD FEE INCREASES ON PROGRAMS AND SERVICES**  
**IMPACT YOUR CURRENT LEVEL OF PARTICIPATION?**  
**BY SUB AREA**

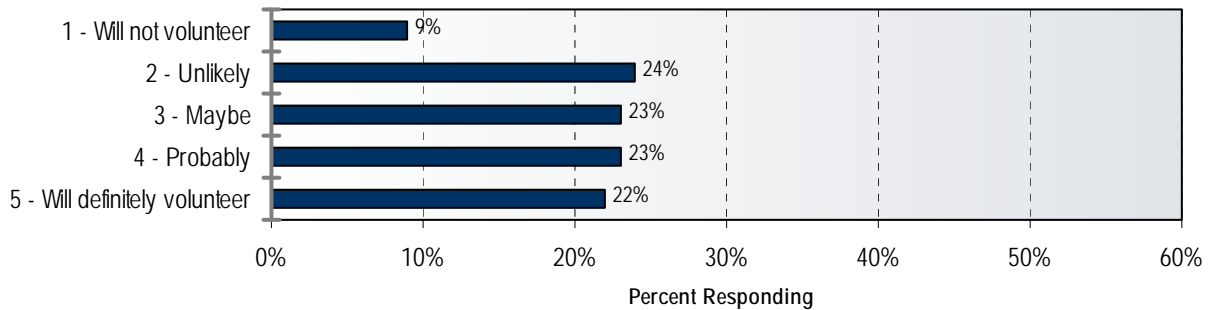


### Willingness to volunteer time in exchange for reduced fees

When asked if they or members of their family would be willing to volunteer time in exchange for reduced fees:

- 45 percent of respondents said they probably or definitely would volunteer, while 33 percent were unlikely or would definitely not volunteer.
- Interest in volunteering in exchange for reduced fees was highest among respondents from the South Bay and lowest among Central respondents.

**FIGURE 9**  
HOW WILLING ARE YOU OR MEMBERS OF YOUR FAMILY TO  
VOLUNTEER TIME IN EXCHANGE FOR REDUCED FEES?

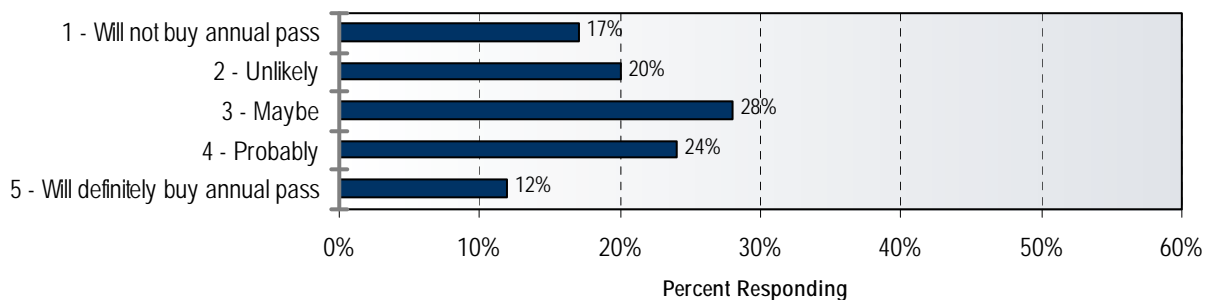


#### **Buying discounted park pass vs. paying daily use/parking fees**

Respondents were then asked how likely they would be to buy a discounted annual park pass instead of paying a daily park use/parking fee.

- 36 percent of respondents said they probably or definitely would buy an annual pass rather than paying daily use fees, while 37 percent were unlikely or would definitely not buy a pass (and would presumably prefer to pay a use or parking fee).
- South Bay respondents were again the least likely to indicate that they would buy a pass.

**FIGURE 10**  
HOW LIKELY ARE YOU TO BUY A DISCOUNTED ANNUAL PARK PASS  
VERSUS PAYING A DAILY PARK USE/PARKING FEE?



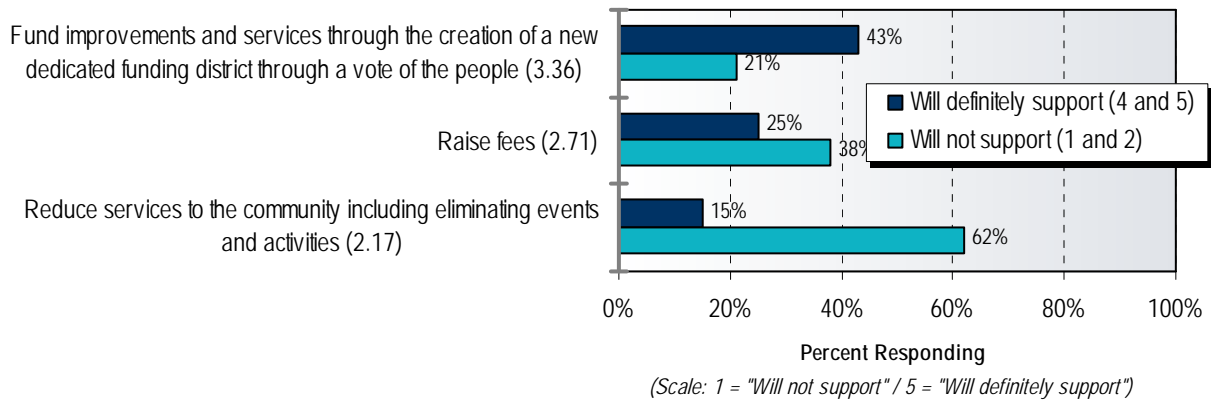
#### **Potential strategies to maintain current levels of service**

The survey also asked how willing respondents and their household members would be to support a variety of strategies in order to continue to maintain the current level of service, infrastructure, and park systems in the County.

- The largest proportion of support was indicated for the creation of a new dedicated funding district through the vote of the people (43 percent of overall respondents were supportive).

- 25 percent were supportive of raising fees
- 15 percent were supportive of reducing services to the community (62 percent were not supportive of this strategy).

**FIGURE 11**  
**SUPPORT FOR STRATEGIES TO MAINTAIN CURRENT LEVEL OF SERVICE**



## ***Current Facilities and Programs***

### **Rural/backcountry facilities and amenities**

#### Importance

Respondents were asked to indicate how important each of the current rural and backcountry facilities and amenities is to their household. While most options are rated as being relatively important, the following are rated the highest overall:

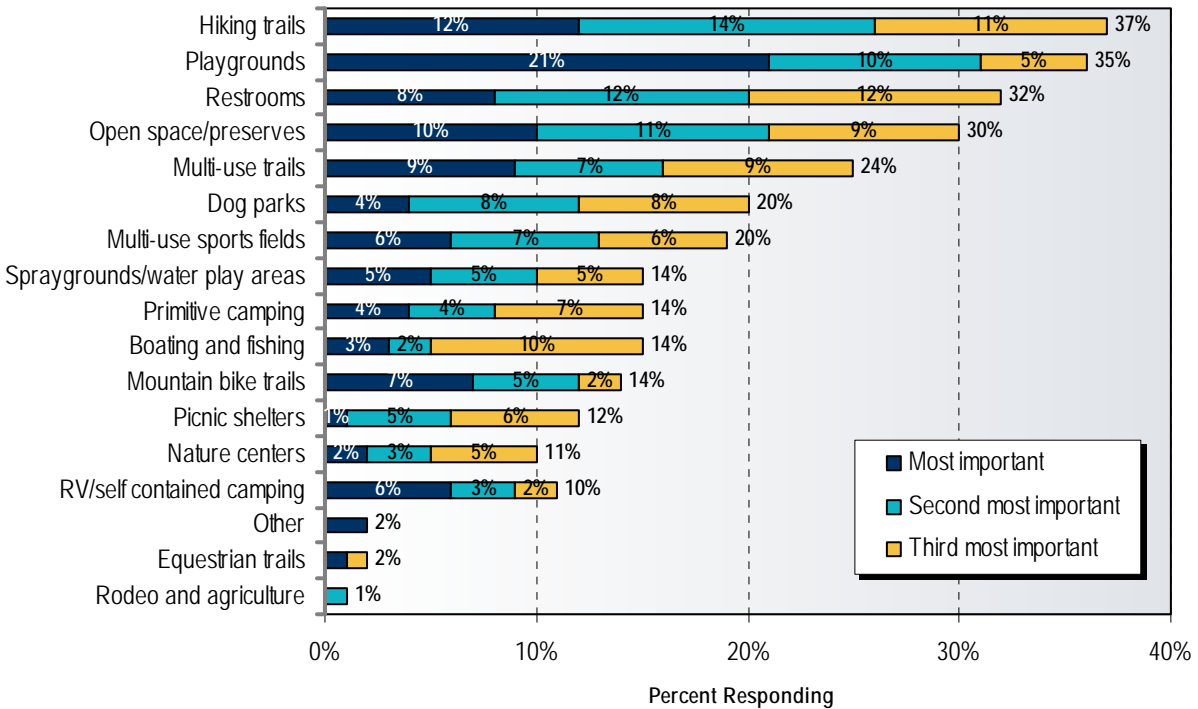
- Restrooms (77 percent of respondents rate them “very important,” a 4 or 5 on a 5-point scale)
- Open space/preserves (73 percent)
- Hiking trails (68 percent)
- Picnic shelters (63 percent)

#### *Most Important rural/backcountry facilities and amenities*

Respondents were also asked to indicate which of the facilities and amenities were the three most important to them and their household. This provides the opportunity to not only see what amenities are important to respondents, but also to get an idea of how the same amenities are viewed in relation to each other, allowing priorities to become more evident. While many of the same facilities were again in the top spots, there were a few slight shifts when respondents were asked to indicate their top three priorities. As shown in the following list, hiking trails and playgrounds emerged as the most important to responding households.

	<b>Percent indicating that it is their <u>top</u> choice</b>	<b>Percent indicating that it is <u>one of</u> their top three priorities</b>
• Hiking trails	12 percent	37 percent
• Playgrounds	21 percent	35 percent
• Restrooms	8 percent	32 percent
• Open space / preserves	10 percent	30 percent
• Multi-use trails	9 percent	24 percent

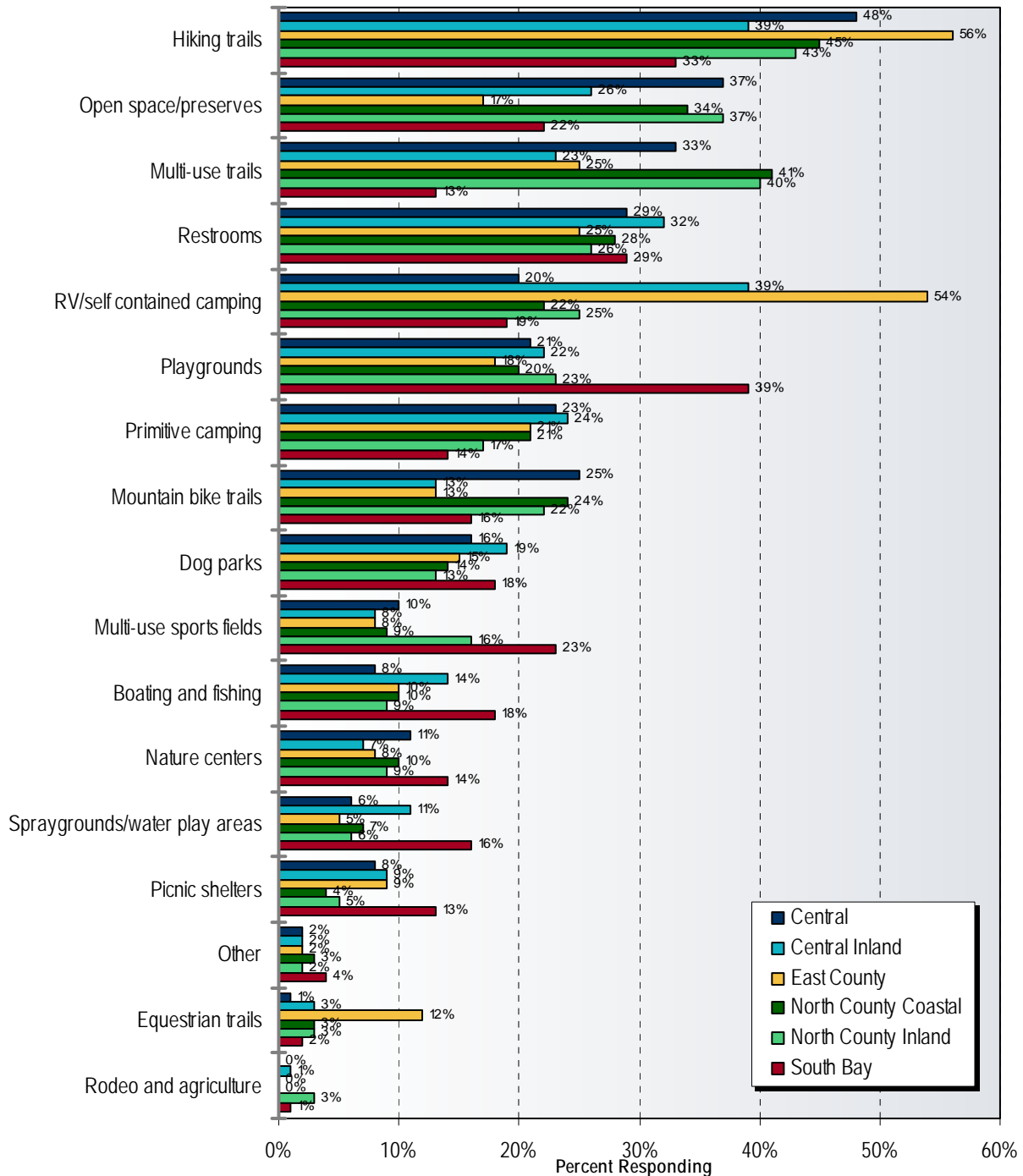
FIGURE 12  
TOP THREE INDOOR AND OUTDOOR RURAL/BACKCOUNTRY FACILITIES AND AMENITIES



When looking at responses by sub area, the following priorities were particularly evident among the groups:

- Hiking trails are particularly important to East County
- Multi-use trails are more important to North County Coastal and North County Inland
- RV/self-contained camping are especially important to East County and Central Inland
- Playgrounds are of greatest importance the South Bay respondents

**FIGURE 13**  
**TOP THREE INDOOR AND OUTDOOR RURAL/BACKCOUNTRY FACILITIES AND AMENITIES**  
**By Sub area**



### Meeting the needs

Respondents were then asked to rate how well they thought the facilities and amenities provided in the rural/backcountry areas of the County are currently meeting the needs of their household. Similar to what was important to respondents, many of the same facilities and amenities also received the most positive ratings of what was currently meeting the needs of their household, although at a slightly lower level than the importance:

- Playgrounds (60 percent “mostly/completely” meeting need, 4 or 5 on 5-point scale)
- Hiking trails (55 percent)
- Multi-use sports fields (55 percent)
- Restrooms (54 percent)
- Picnic shelters (54 percent)
- Multi-use trails (54 percent)

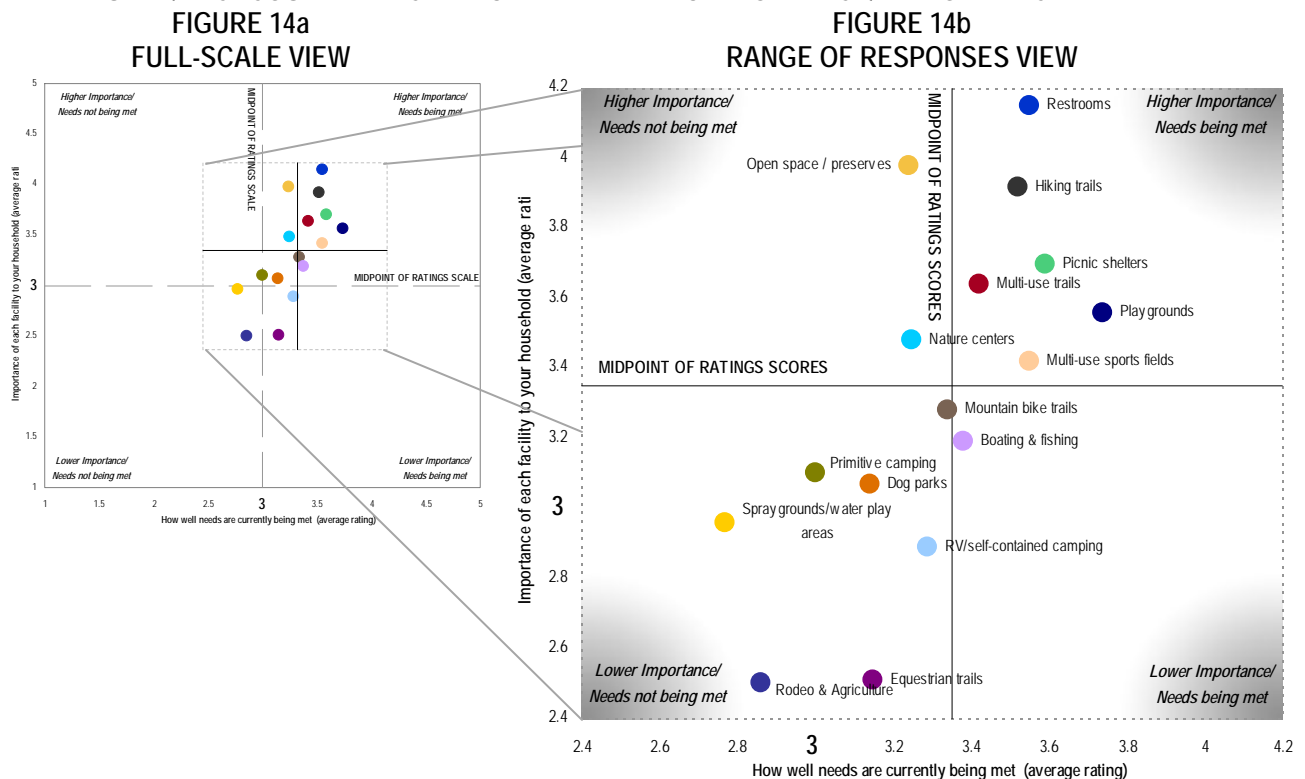
While some facilities (which fill a need for a more targeted or narrower population) may be less important to the community as a whole, they are, nevertheless, very important to those certain segments of the population that have such a need, such as equestrian trails and rodeo and agriculture.

### Importance-performance matrix

It is also instructive to compare and plot the importance scores against the performance scores in an “importance-performance” matrix. As illustrated in Figure 14a, the majority of facilities listed in the survey fell into the “higher importance/needs being met” quadrant (based on a 5-point scale, dividing the quadrants by the scale’s mid-point of “3”). It is also helpful to look at a smaller scale representation of the same data with the axis representing the midpoint (median) of each set of scores in order to determine more detailed positions of each location in comparison to each other (shown in Figure 14b, which represents a detailed view of the dotted area indicated in Figure 14a).

- As indicated, note that many of the top facilities listed previously as meeting the needs of households are also considered the most important (restrooms, hiking trails, picnic shelters, playgrounds, multi-use trails, and multi-use sports fields).
- Facilities located to the left of the midpoint in Figure 14b, such as open space/preserves and nature centers, may represent an opportunity for the County to improve on, with relatively high importance to the community, but slightly lower levels of need being met.
- Further down the chart, facilities such as equestrian trails and rodeo and agriculture, while having more unmet need, are important to a narrower portion of the population.

### RURAL/BACKCOUNTRY FACILITIES AND AMENITIES IMPORTANCE/PERFORMANCE MATRIX



## Suburban/urban facilities and amenities

### Importance

Similar to the rural/backcountry section, respondents were asked to indicate how important each of the current suburban/urban facilities and amenities is to their household. Again, most options are rated as being relatively important, but the following are rated the highest overall:

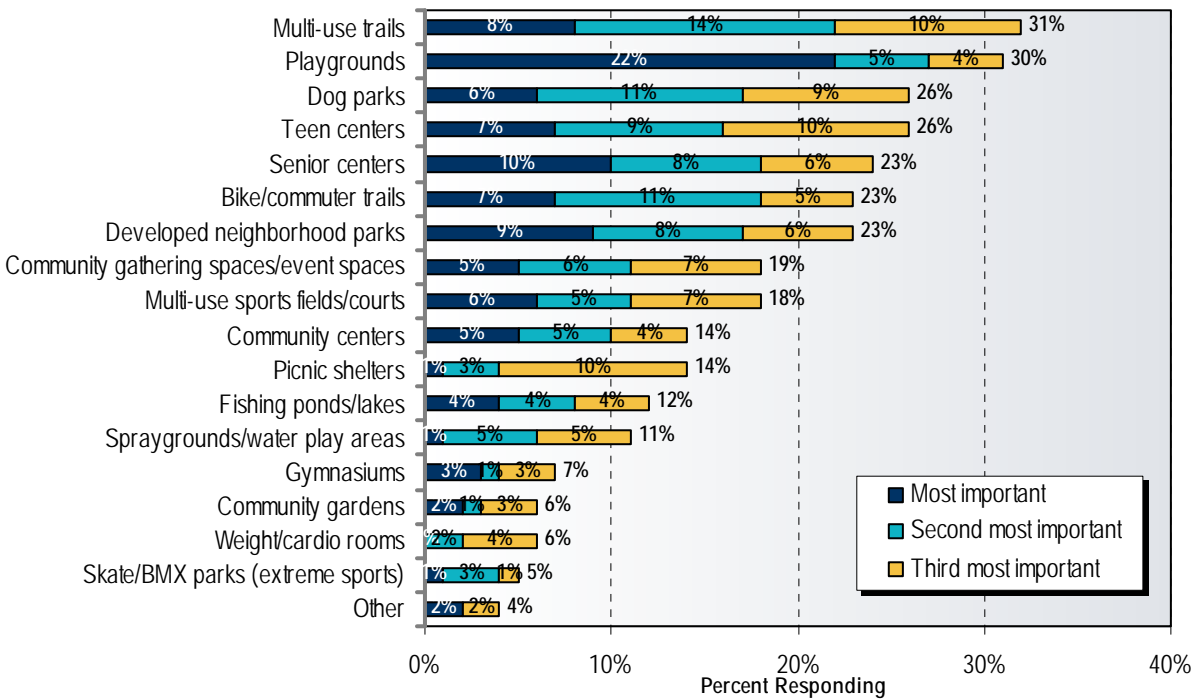
- Developed neighborhood parks (78 percent of respondents rate them “very important,” a 4 or 5 on a 5-point scale)
- Multi-use trails (63 percent)
- Picnic shelters (61 percent)
- Bike/commuter trails (60 percent)
- Playgrounds (60 percent)

### *Most Important suburban/urban facilities and amenities*

Respondents were also asked to indicate which of the suburban/urban facilities and amenities were the three most important to them and their household. This permits amenities to be viewed in relation to each other, allowing priorities to become more evident. While several of the same facilities were again in the top spots, there were a few slight shifts when respondents were asked to indicate their top three priorities. As shown in the following list, multi-use trails and playgrounds emerged as the most important to responding households, while dog parks, teen centers, and senior centers also emerged as top amenities.

	<b>Percent indicating that it is their <u>top</u> choice</b>	<b>Percent indicating that it is <u>one of</u> <u>their top three</u> priorities</b>
• Multi-use trails	8%	31%
• Playgrounds	22%	30%
• Dog parks	6%	26%
• Teen centers	7%	26%

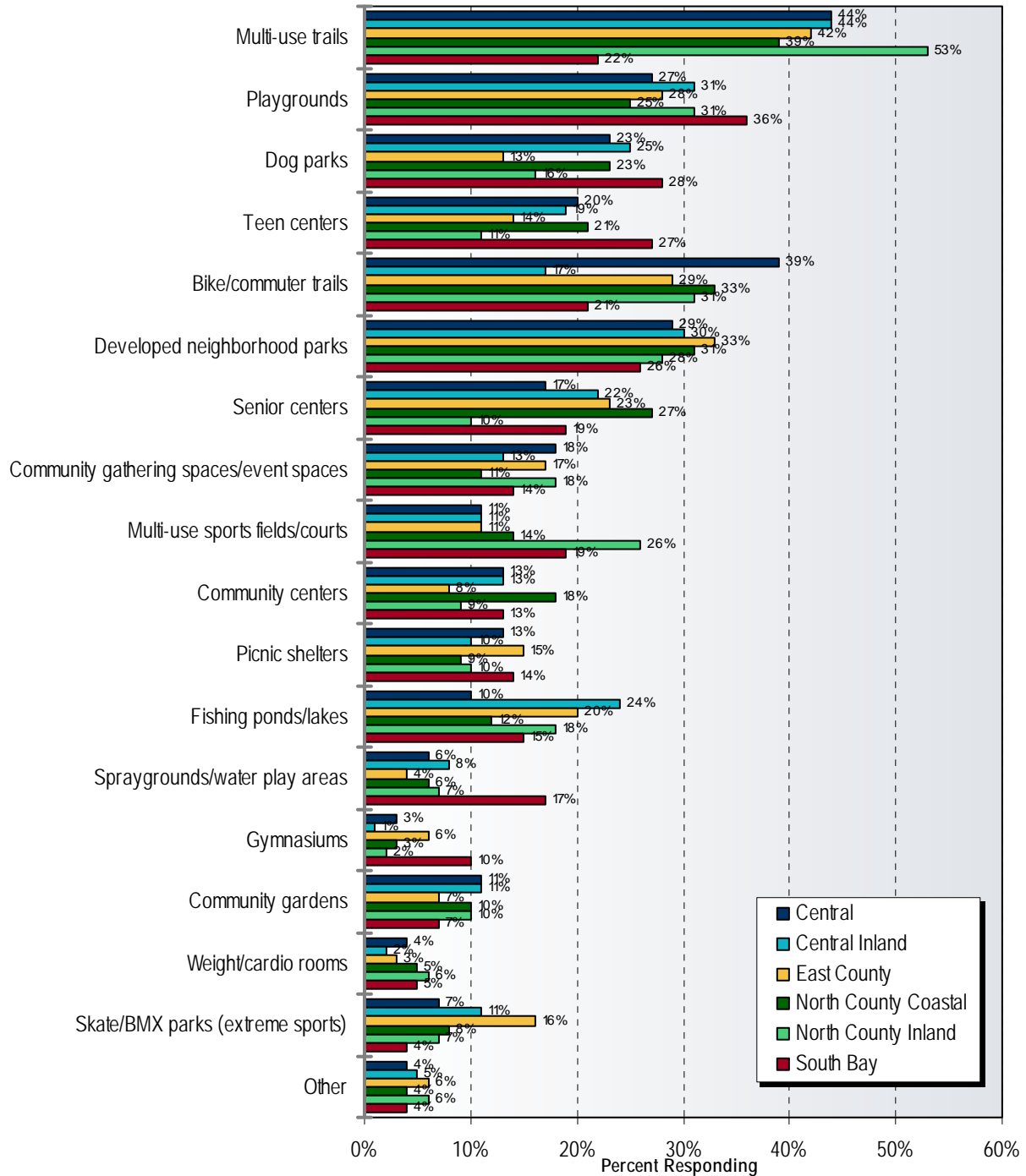
FIGURE 15  
TOP THREE SUBURBAN/URBAN FACILITIES AND AMENITIES



When looking at responses by sub area, the following priorities were particularly evident among the groups:

- Multi-use trails are particularly important to North County Inland
- Playgrounds, dog parks, and teen centers are more important to South Bay respondents
- Bike/commuter trails are particularly important to Central respondents

**FIGURE 16**  
**TOP THREE INDOOR AND OUTDOOR RURAL/BACKCOUNTRY FACILITIES AND AMENITIES**  
**By Sub area**



### Meeting the needs

Respondents were then asked to rate how well they thought the facilities and amenities provided in the suburban/urban areas of the County are currently meeting the needs of their household. Similar to what was important to respondents, many of the same facilities and amenities also received the most positive ratings of what was currently meeting the needs of their household, although at a slightly lower level than the importance:

- Playgrounds (57 percent “mostly/completely” meeting need, 4 or 5 on 5-point scale)
- Developed neighborhood parks (49 percent)
- Community gathering spaces / event spaces (44 percent)
- Multi-use sports fields/courts (44 percent)
- Multi-use trails (43 percent)

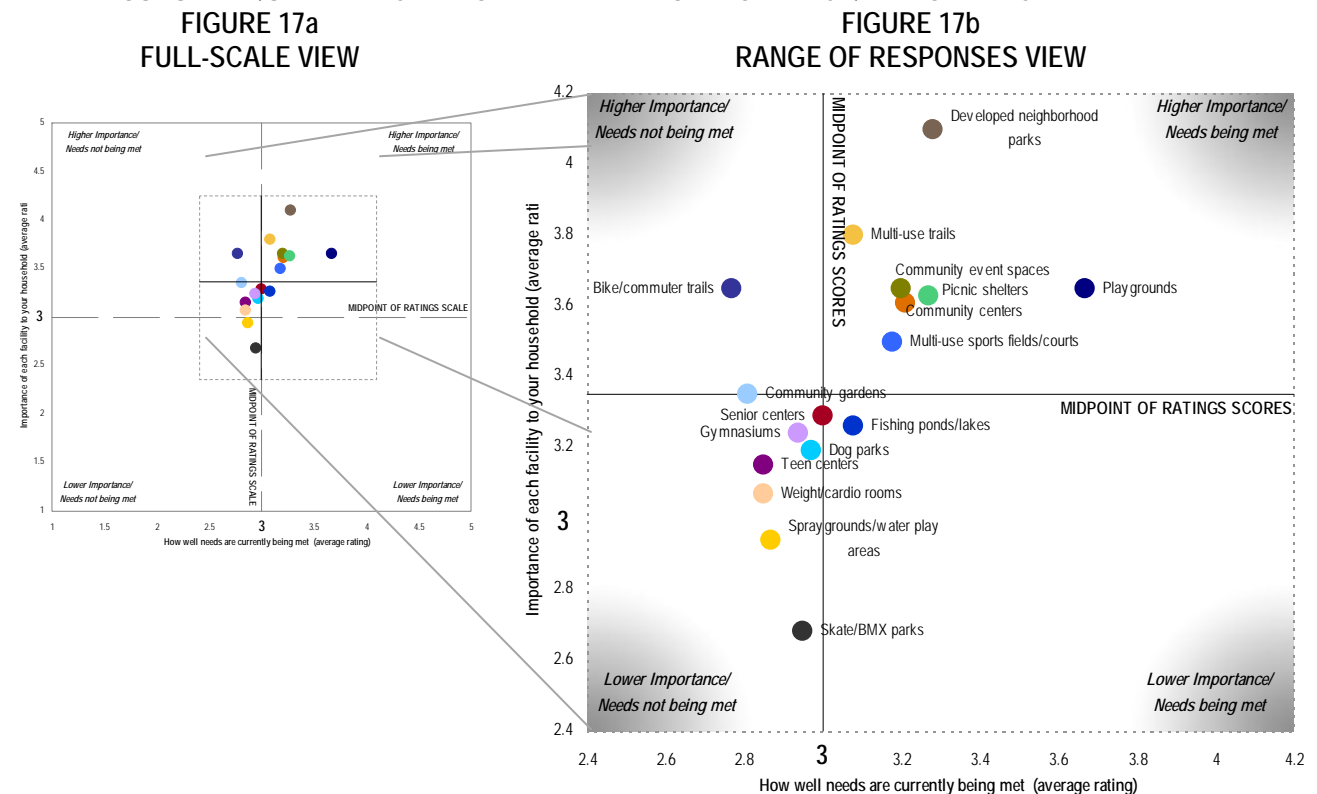
Facilities and amenities such as bike/commuter trails (which received high importance ratings), gymnasiums, community gardens, spraygrounds / water play areas, and weight/cardio rooms received relatively low ratings of how well they are meeting the needs of households.

### Importance-performance matrix

Importance scores were also plotted against the performance scores in an “importance-performance” matrix. As illustrated in Figure 17a, many facilities and amenities fell into the “higher importance / needs being met” quadrant (based on a 5-point scale, dividing the quadrants by the scale’s mid-point of “3”), but a portion did also fall into the “needs not being met” quadrant. It is also helpful to look at a smaller scale representation (Figure 17b) of the same data with the axes representing the midpoint (median) of each set of scores in order to determine more detailed positions of each location in comparison to each other (Figure 17b shows a detailed view of the dotted area indicated in Figure 17a).

- Some of the top facilities listed previously as meeting the needs of households are also considered the most important (developed neighborhood parks, playgrounds, multi-use trails, community event spaces, picnic shelters, community centers, and multi-use sports fields/courts).
- Facilities located to the left of the midpoint in Figure 17b, such as bike/commuter trails, may represent an opportunity for the County to improve on, with relatively high importance to the community, but slightly lower levels of need being met.
- Further down the chart, facilities such as skate/BMX parks, while having more unmet need, are important to a narrower portion of the population.

### SUBURBAN/URBAN FACILITIES AND AMENITIES IMPORTANCE/PERFORMANCE MATRIX



## Programs and Activities

### Importance

Respondents were asked to indicate how important each of the current programs and activities offered by the County are to their household. While most options are rated as being relatively important (all categories received between 40-67 percent positive ratings; all but one category, preschool, received a greater proportion of positive ratings than negative ratings), the following are rated the highest overall:

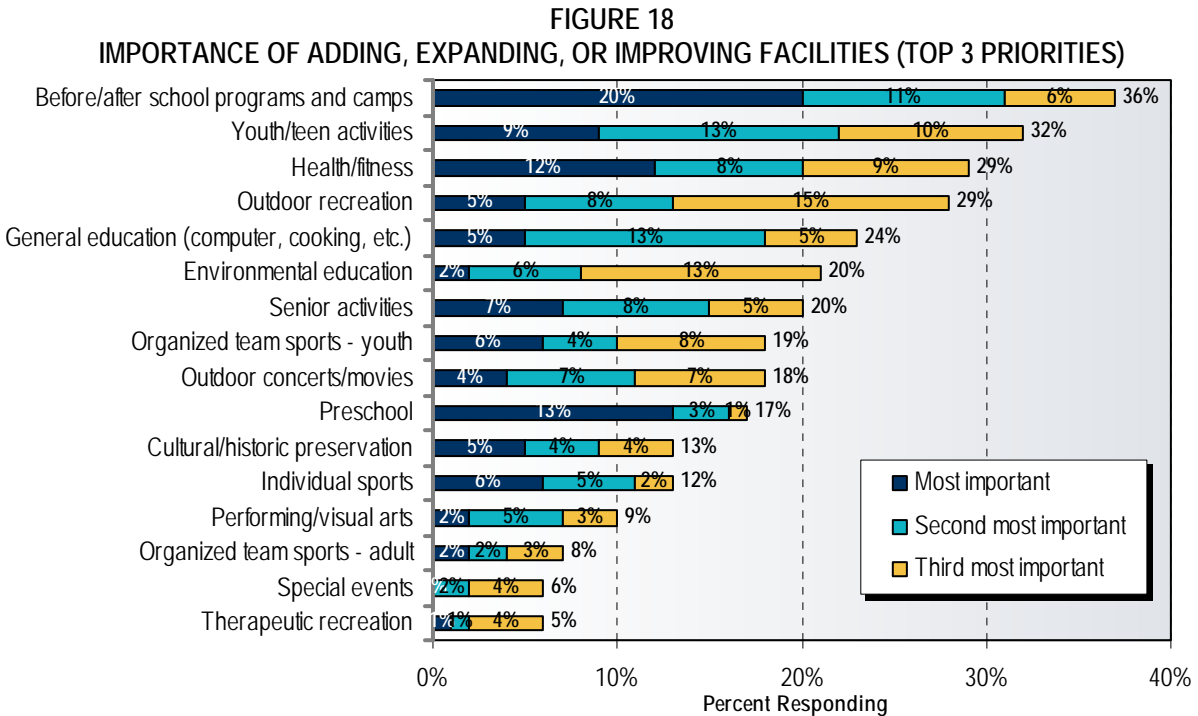
- Outdoor recreation (67 percent of respondents rate them “very important,” a 4 or 5 on a 5-point scale)
- Environmental education (60 percent)
- Health/fitness (59 percent) (such as fitness/cardio classes, hiking, running, swimming, and yoga – see open-ended comments for full list)
- Outdoor concerts/movies (58 percent)

### *Most Important programs and activities*

Respondents were also asked to indicate which of the programs and activities were the three most important to their household. While many of the same programs and activities were again in the top spots, there were a few slight shifts when respondents were asked to indicate their top three priorities. As shown in the following list, before/after-school programs and camps emerged as the most important to responding households.

	<b>Percent indicating that it is their <u>top</u> choice</b>	<b>Percent indicating that it is <u>one of their top three</u> priorities</b>
• Before/after-school programs	20 percent	36 percent
• Youth/teen activities	9 percent	32 percent
• Health/fitness	12 percent	29 percent
• Outdoor recreation	5 percent	29 percent

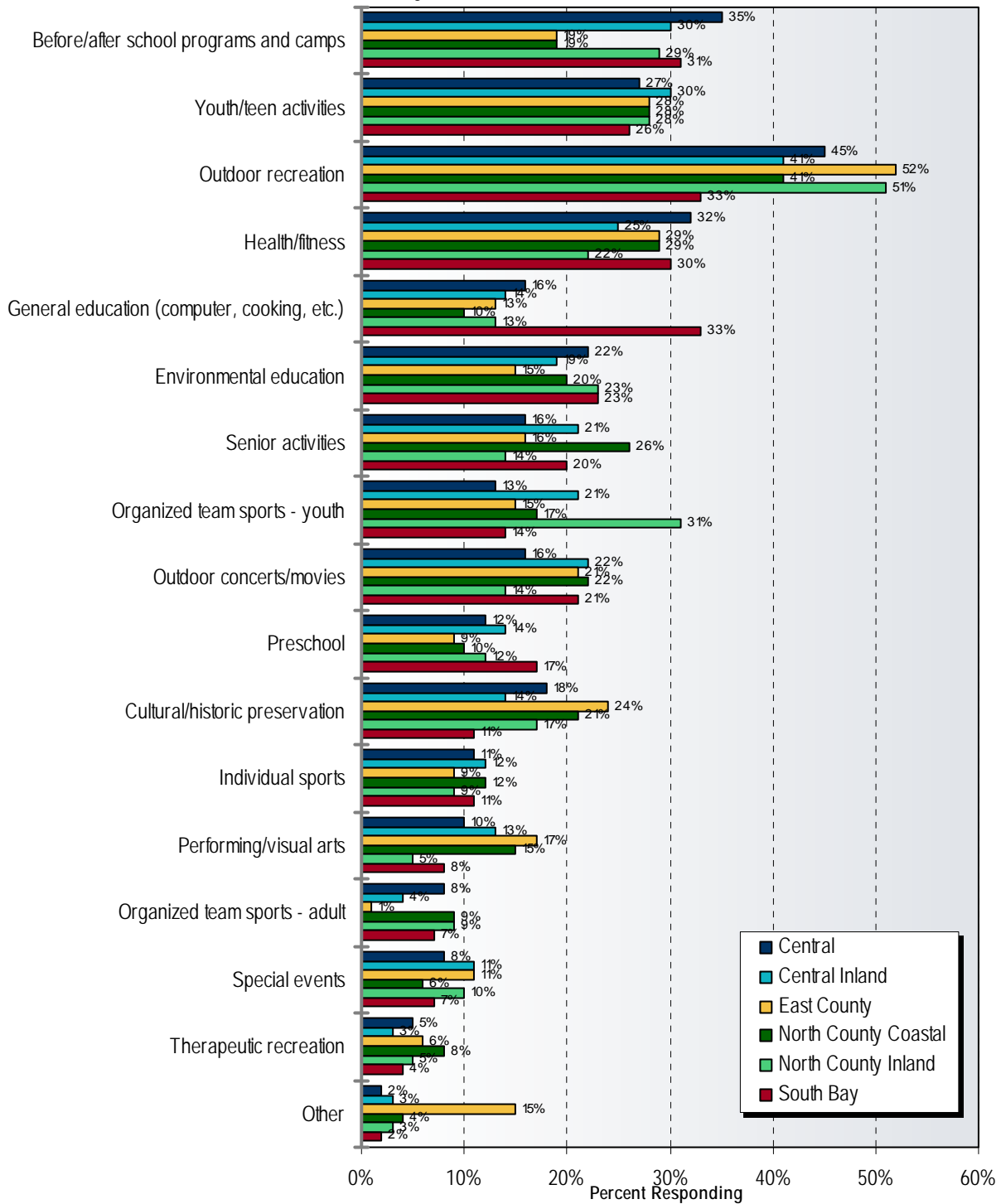
While preschool was rated the lowest of overall respondents in terms of general importance to households, when asked to pick their top three priorities, a large proportion of households indicated it as their “top” priority (13 percent of respondents), reiterating the fact that it is a very important need, but for a narrower population.



When looking at responses by sub area, the following priorities were particularly evident among the groups:

- Before/after-school programs and camps are slightly more important to Central respondents
- Outdoor recreation is especially important to East County and North County Inland respondents
- General education programs are particularly important to South Bay respondents
- Organized youth team sports are particularly important to North County Inland respondents

**FIGURE 19**  
**IMPORTANCE OF ADDING, EXPANDING, OR IMPROVING FACILITIES/AMENITIES**  
**(TOP 3 PRIORITIES COMBINED)**  
**By Vision Team Area**



### Meeting the needs

Respondents were then asked to rate how well they thought the programs and activities provided in the County are currently meeting the needs of their household. Similar to what was important to respondents, some of the same facilities and amenities also received the most positive ratings of what was currently meeting the needs of their household, although a few programs and activities that were relatively important were rated very low in how well the current offerings are meeting the needs of households (i.e. environmental education). The top programs and amenities meeting the need of households were:

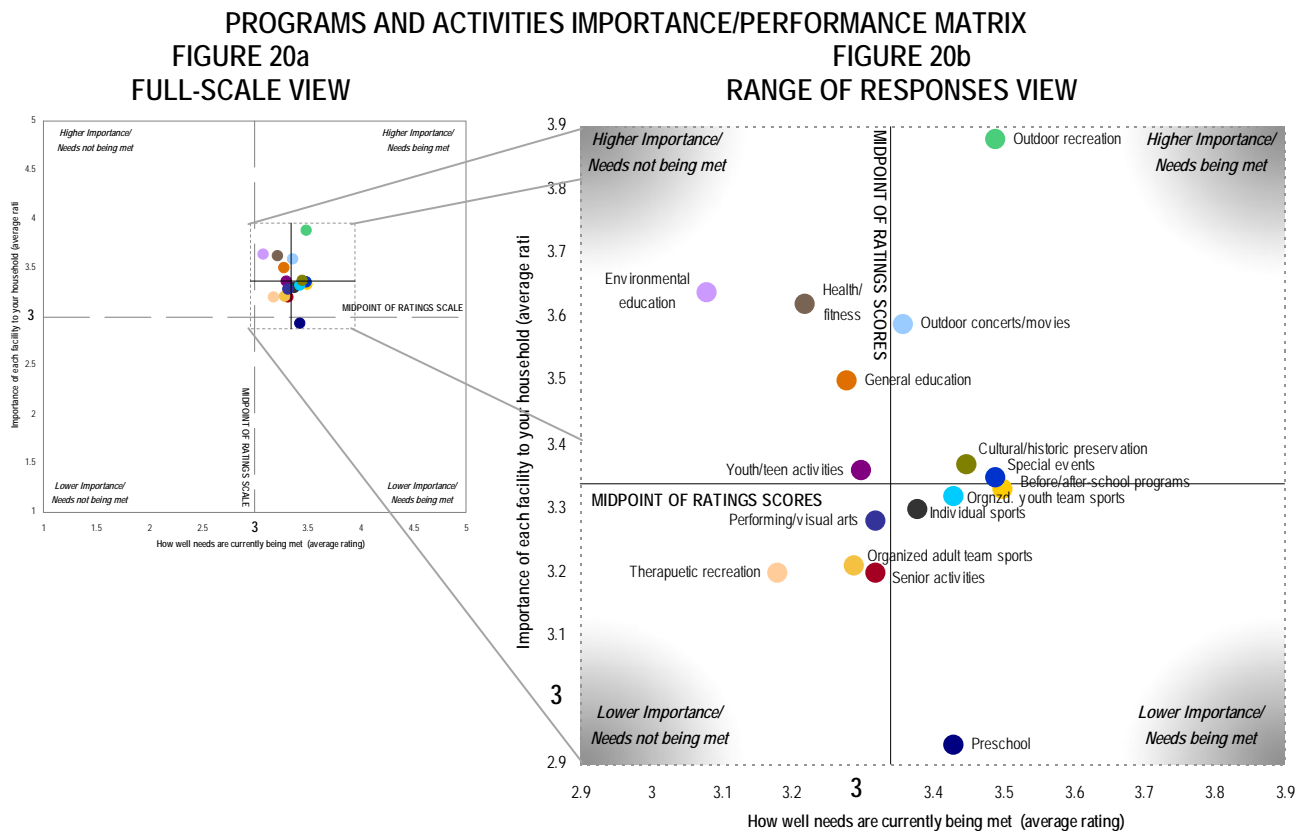
- Outdoor recreation (53 percent “mostly/completely” meeting need, 4 or 5 on 5-point scale)
- Organized team sports – youth (53 percent) (such as baseball and soccer)
- Before/after-school programs and camps (52 percent)
- Special events (51 percent)
- Preschool (51 percent)
- Youth/teen activities (51 percent)

While some facilities (which fill a need for a more targeted or narrower population) may be less important to the community as a whole, they are, nevertheless, very important to those certain segments of the population that have such a need, such as preschool.

### Importance-performance matrix

As done for facilities and amenities in the previous sections, importance scores were also plotted against the performance scores in an “importance-performance” matrix. As illustrated in Figure 20a, the majority of facilities listed in the survey fell into the “higher importance / needs being met” quadrant (based on a 5-point scale, dividing the quadrants by the scale’s midpoint of “3”). However, it is helpful to look at a smaller scale representation of the same data with the axes representing the midpoint (median) of each set of scores in order to determine more detailed positions of each location in comparison to each other (Figure 20b shows a detailed view of the dotted area indicated in Figure 20a).

- As indicated, note that many of the top facilities listed previously as meeting the needs of households are also considered the most important (such as outdoor recreation).
- Facilities located to the left of the midpoint in Figure 20b, such as health/fitness, general education, youth/teen activities, and especially environmental education, may represent an opportunity for the County to improve on, with relatively high importance to the community, but lower levels of need being met.
- Further down the chart, programs such as preschool, while having more unmet need, are important to a narrower portion of the population (which was explained in the previous section).



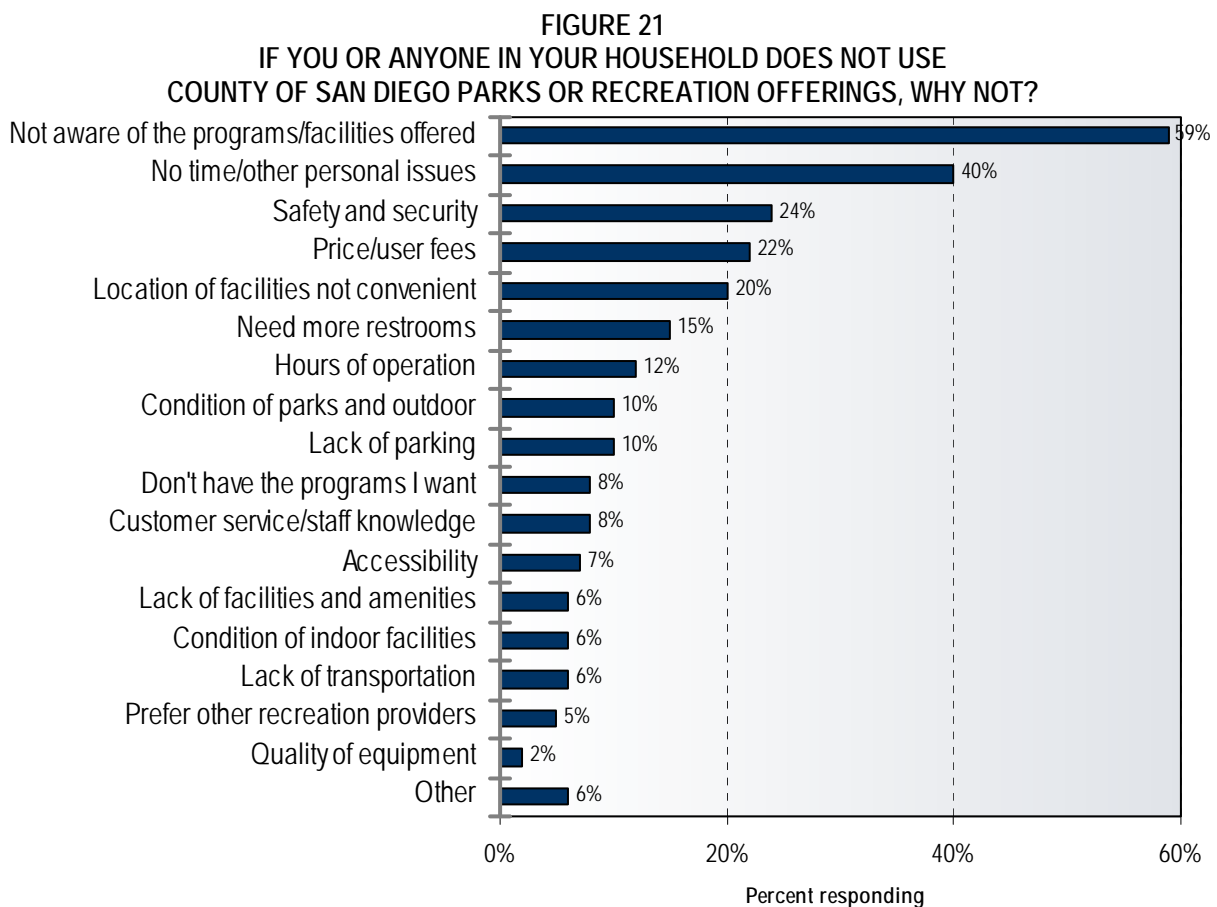
**If you or anyone in your household DOES NOT use County of San Diego parks or recreation facilities, why not?**

When asked why they do not use parks and recreation facilities, respondents most frequently indicated:

- Not aware of programs/facilities offered (59 percent of respondents)
- No time / other personal issues (40 percent)

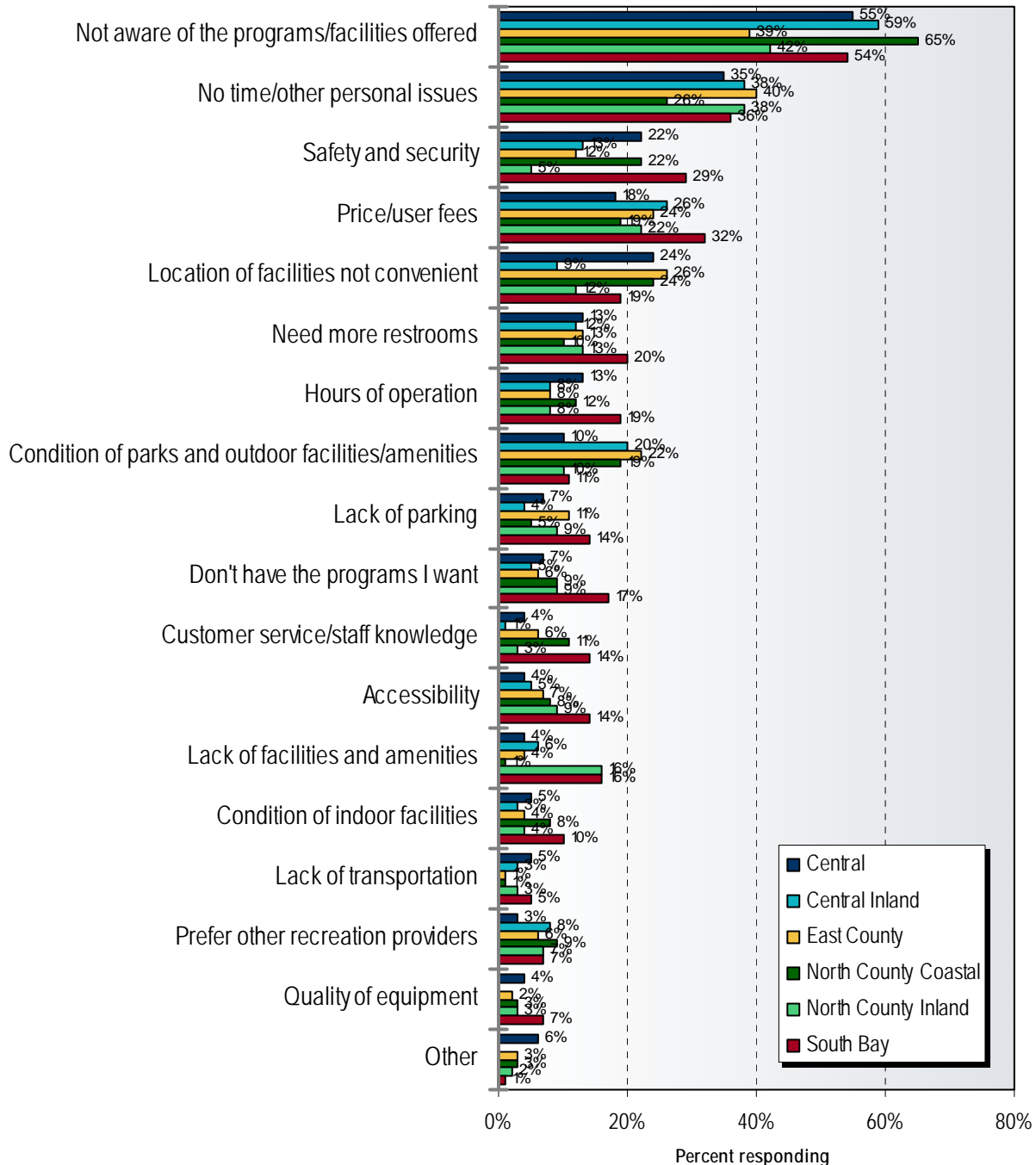
Also indicated by respondents, but at a slightly lower level are:

- Safety/security (24 percent)
- Price or user fees (22 percent)
- Location of facilities not convenient (20 percent)



Responses by sub area are relatively similar to the overall responses, but with a few minor differences which are shown in the following figure.

**FIGURE 22**  
**IF YOU OR ANYONE IN YOUR HOUSEHOLD DOES NOT USE**  
**COUNTY OF SAN DIEGO PARKS OR RECREATION OFFERINGS, WHY NOT?**  
**By Sub area**



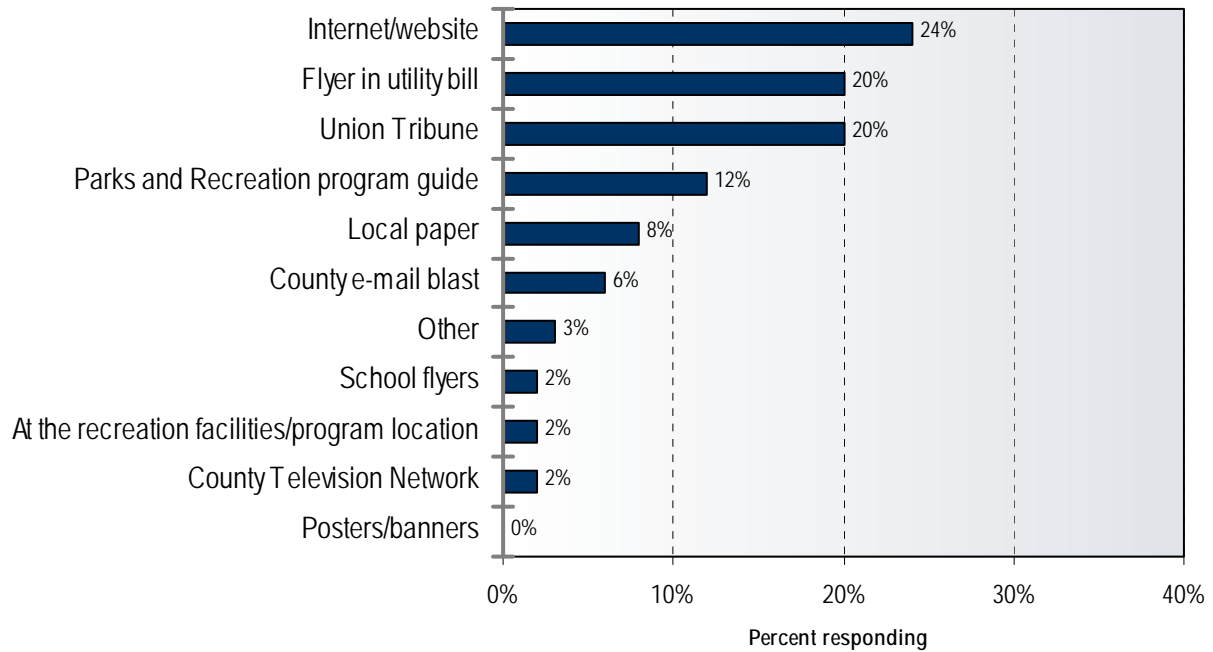
## Communication

### Best Way to Reach You

Approximately 24 percent of respondents say Internet/website is the best way to reach them with information on parks, recreation facilities, services, and programs in the County. Other methods of communication listed by respondents as the best way to reach them include a flyer

in their utility bill (20 percent), the Union Tribune (20 percent), and the Parks and Recreation program guide (12 percent).

**FIGURE 23**  
**WHAT IS THE BEST WAY TO REACH YOU WITH INFORMATION ON**  
**PARKS, RECREATION FACILITIES, SERVICES, AND PROGRAMS**



## Comments and Suggestions

The survey also gave respondents the opportunity to list any additional concerns they have or additional comments or suggestions regarding fees, facilities, or programs, provided by the County. While the comments cover a wide variety of topics and issues important to residents, as well as many specific locations of potential improvements or concerns, some general themes emerge from the comments. These are summarized below (a selection of verbatim comments are also shown in italics), but the full set of comments, which can be found in the appendix, should be viewed in order to understand more specific issues.

### Additional concerns

A wide variety of specific concerns were listed by respondents, many of which identified the location (specific park, facility, or program) of their concern. As such, the full set of these comments should be viewed in order to address specific concerns. However, below is a sampling of some general concerns that were identified by respondents, such as bike and pedestrian paths (safety, connections, and additions), cleanliness and updating of facilities, availability of information, security, and parking.

*Bike path connections, street crossings*

*Cleanliness of the facilities*

*Enforce unleashed "no dogs allowed" at all parks. Need dedicated dog parks in our neighborhood.*

*Lack of adequate parking is a huge problem*

*General cleanliness/conditions of restrooms*

*Limited space when community center offers classes/first come first serve*

*Maintenance of existing, community involvement for crime reductions at parks*

*Not enough public info on what's available to the public, now mostly by word of mouth.*

*Security of neighborhood parks, people/teens staying after hours in the dark*

*Sometimes the restrooms feel neglected, or not up to date. Some campgrounds don't offer showers*

*There are a lack of safe running trails and paths throughout town,*

*Would love more info about the parks, recreation, hiking locations currently available*

### Additional comments or suggestions that you would like to offer regarding fees, facilities, and programs provided by the County of San Diego Parks and Recreation Department

A number of positive comments were given about the recreation opportunities available in the County, and how pleased respondents are with what is currently provided. Some themes also emerged from the suggestions and comments, such as increased communication and marketing to increase awareness of what the County has available, keeping fees down while households are already stretched financially due to the economy, and safety and security. A sampling of the comments is shown below and the full set of comments is available in the appendix.

*Better advertising of available facilities to the general public. Improve efficiency of use of tax funds to improve parks and recreation facilities*

*Better publication of hiking trails that are closed*

*Better variety of classes for over 55. More daytime classes/activities. Email newsletter re: activities.*

*Can you market more? I've lived in Ramona for 16 years and still don't know where all the primitive camp sites/hiking trails are.*

*Do the very best to keep fees down so anyone can afford to share the beauty of nature!!*

*I think parks and rec do a good job at maintaining parks/restrooms, etc.*

*Just be sure the community has most of these activities available, especially old and young*

*Keep them safe, clean, and keep the cost down*

*More info should be on website*

*More rangers or security would be great at existing hiking trails*

*Would like a newsletter to make me aware of what's there*

*Out of town guests say too costly to visit San Diego and not enough choices for RV or camping and activities*

*Reduce fee with more volunteers, who receive benefits, permits, passes*

*Security seems to be an issue at more parks, lack of enforcement rules, such as bicycles, skateboards, dogs on leashes.*

*We have traveled all over the west and can stay at parks with full hook-ups for about \$25 a night in private parks. Your prices should be this competitive (with cable and wifi).*

*Fee needs to be raised but not to the point low income can't participate - county needs to help as well as state.*

# Cost Recovery Program Responses - Combined Surveys

## Legend

- County Park Land
- Teen and Community Centers

## Survey Areas - Number of Responses








- South Bay - 132
- East - 164
- Central Inland - 175
- North County Inland - 247
- North County Coastal - 252
- Central - 369
- Incorporated Areas
- Lakes
- Freeway
- Highway



# Cost Recovery Program Responses - Dedicated Funding District

## Legend

### Response to Dedicated Funding District (Based on Most Popular Response)

-  Tied Responses
-  Will Support
-  County Park Land
-  Teen and Community Centers
-  Lakes
-  Freeway
-  Highway

South Bay  
Will Support: 42%  
May Support: 36%  
Will Not Support: 23%

Central  
Will Support: 47%  
May Support: 37%  
Will Not Support: 16%

Central Inland  
Will Support: 39%  
May Support: 39%  
Will Not Support: 22%

North County Inland  
Will Support: 43%  
May Support: 31%  
Will Not Support: 27%

North County Coastal  
Will Support: 53%  
May Support: 19%  
Will Not Support: 28%

East County  
Will Support: 39%  
May Support: 21%  
Will Not Support: 39%



# Cost Recovery Program Responses - Fee Increases (By Zip Code)

## Legend

- County Park Land
- Teen and Community Centers

## Average Response To Fee Increase

(Less than 10 Responses Per Zip Code)

- Least Likely To Support
- May Support
- Most Likely To Support

## Average Response To Fee Increase

(Greater than 10 Responses Per Zip Code)

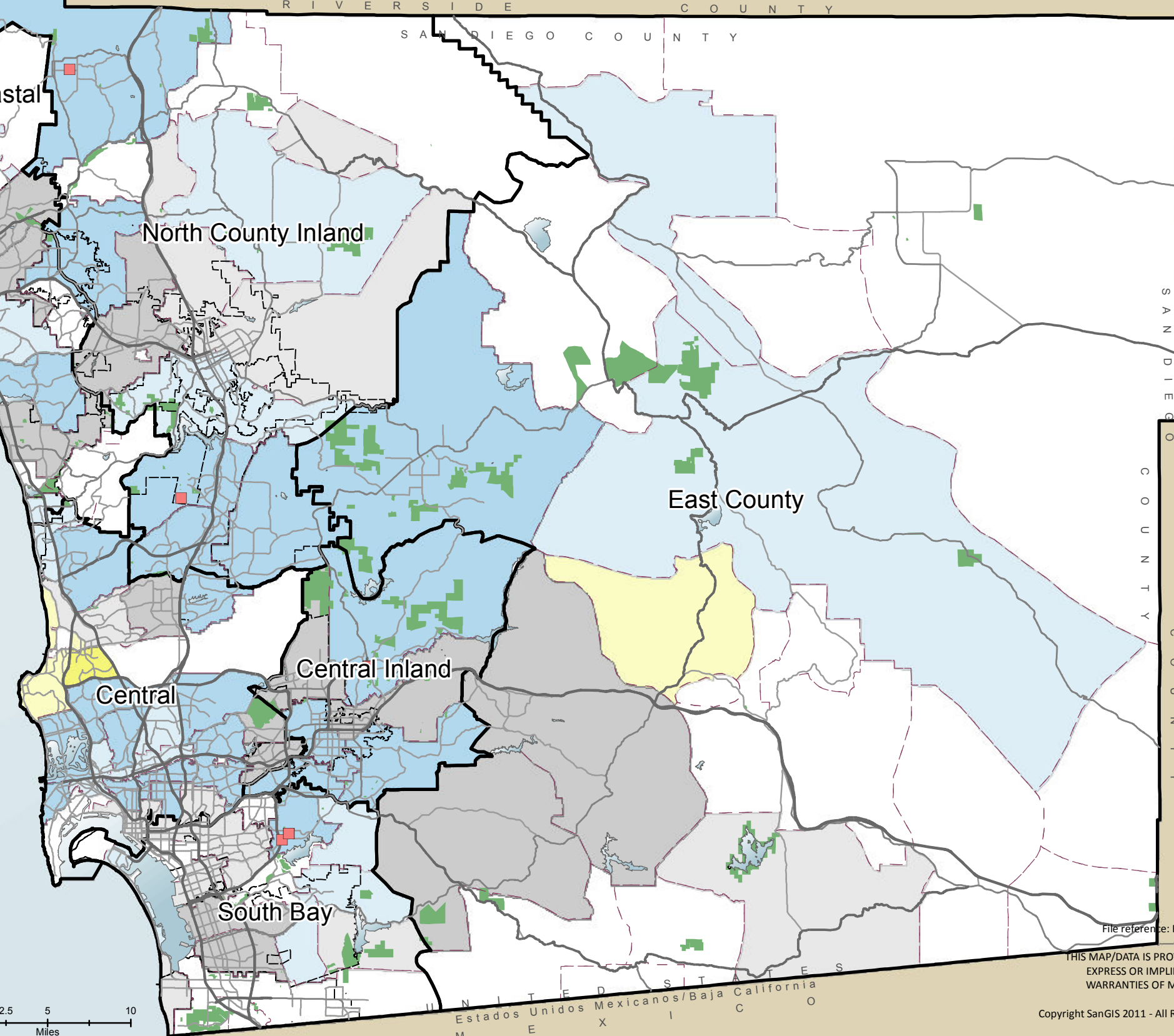
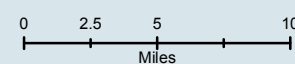
- Least Likely To Support
- May Support
- Most Likely To Support
- Insufficient or No Data

Zip Codes

Lakes

Freeway

Highway



Date: February 17, 2011  
File reference: E:\MXD\10\10\_12\_CostRecoveryFeesZip11x17.mxd

THIS MAP/DATA IS PROVIDED WITHOUT WARRANTY OF ANY KIND, EITHER EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO, THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

Copyright SanGIS 2011 - All Rights Reserved. Full text of this legal notice can be found at: [http://www.sangis.org/Legal\\_Notice.htm](http://www.sangis.org/Legal_Notice.htm)



# Cost Recovery Program Responses - Fee Increases

## Legend

- County Park Land
- Teen and Community Centers

## Response to Fee Increases

(Based on Most Popular Response)

- Will Support
- May Support
- Will Not Support
- Incorporated Areas
- Lakes
- Freeway
- Highway

### North County Coastal

Will Support: 36%  
May Support: 30%  
Will Not Support: 34%

### North County Inland

Will Support: 30%  
May Support: 39%  
Will Not Support: 31%

### Central

Will Support: 38%  
May Support: 37%  
Will Not Support: 27%

### Central Inland

Will Support: 26%  
May Support: 35%  
Will Not Support: 39%

### South Bay

Will Support: 20%  
May Support: 29%  
Will Not Support: 50%

### East County

Will Support: 33%  
May Support: 29%  
Will Not Support: 37%

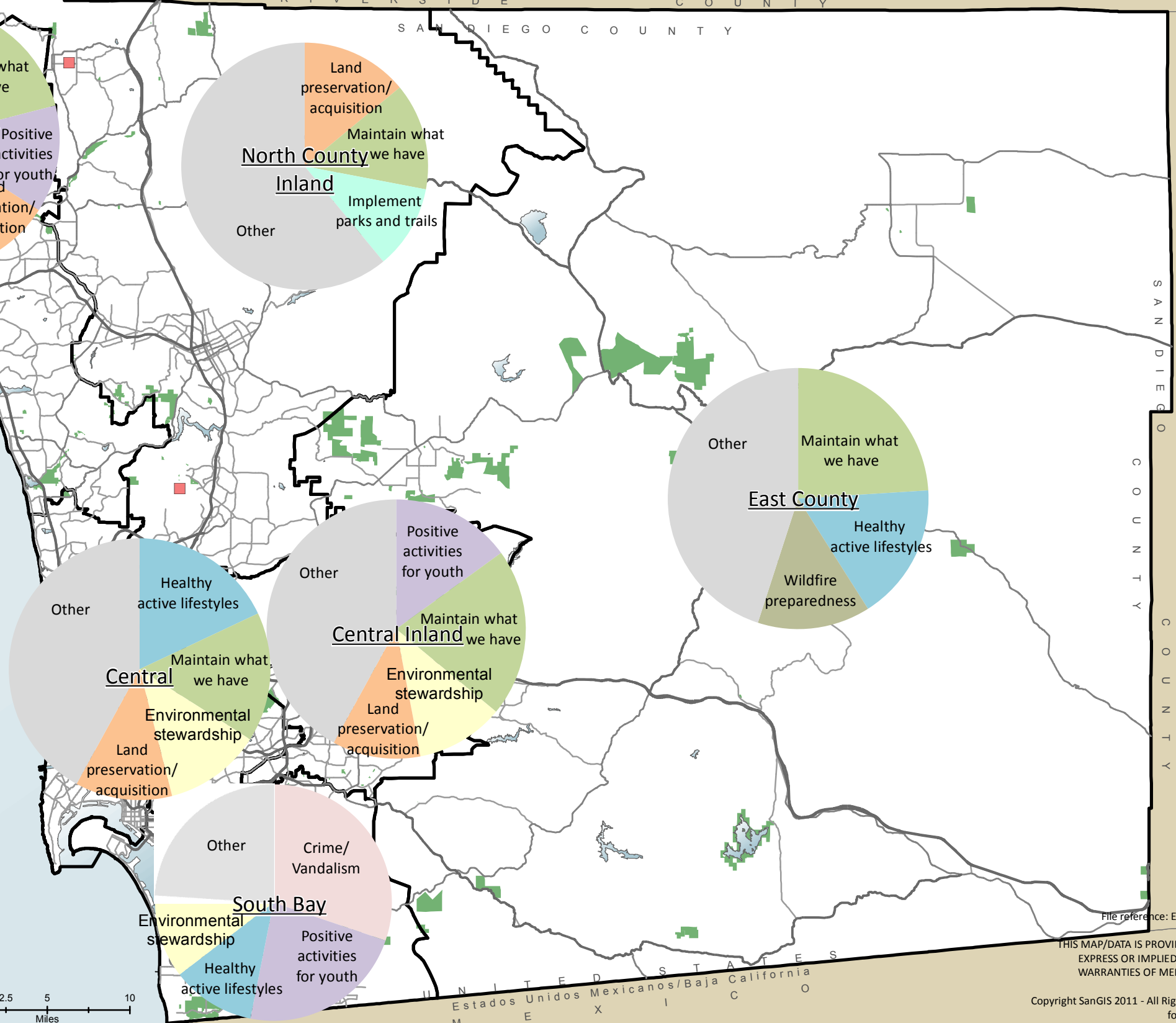
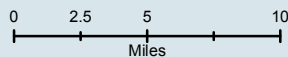


# Cost Recovery Program Responses - Top Three Most Important Issues for Improvement by Survey Area

## Legend

### Top Named Issues for Improvement

- Crime/Vandalism
- Environmental stewardship
- Healthy active lifestyles
- Implement parks and trails
- Land preservation/acquisition
- Maintain what we have
- Positive activities for youth
- Wildfire preparedness
- County Park Land
- Teen and Community Centers
- Lakes
- Freeway
- Highway



Date: March 3, 2011  
File reference: E:\MXD\10\10\_12\_CostRecoveryIssues11x17.mxd  
THIS MAP/DATA IS PROVIDED WITHOUT WARRANTY OF ANY KIND, EITHER EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO, THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.  
Copyright SanGIS 2011 - All Rights Reserved. Full text of this legal notice can be found at: [http://www.sangis.org/Legal\\_Notice.htm](http://www.sangis.org/Legal_Notice.htm)



**Project Consulting Team**

*GreenPlay LLC*

Karon Badalamenti and Stacy Turner

*RRC Associates, Inc.*

Michael A. Simone and Julie Arnett

***For more information about this document, please contact:***

**GreenPlay LLC**

Karon Badalamenti, CPRP and Principal

211 North Public Road, Suite 225, Lafayette Colorado 80026



Telephone: 303/439-8369

[www.GreenPlayLLC.com](http://www.GreenPlayLLC.com)